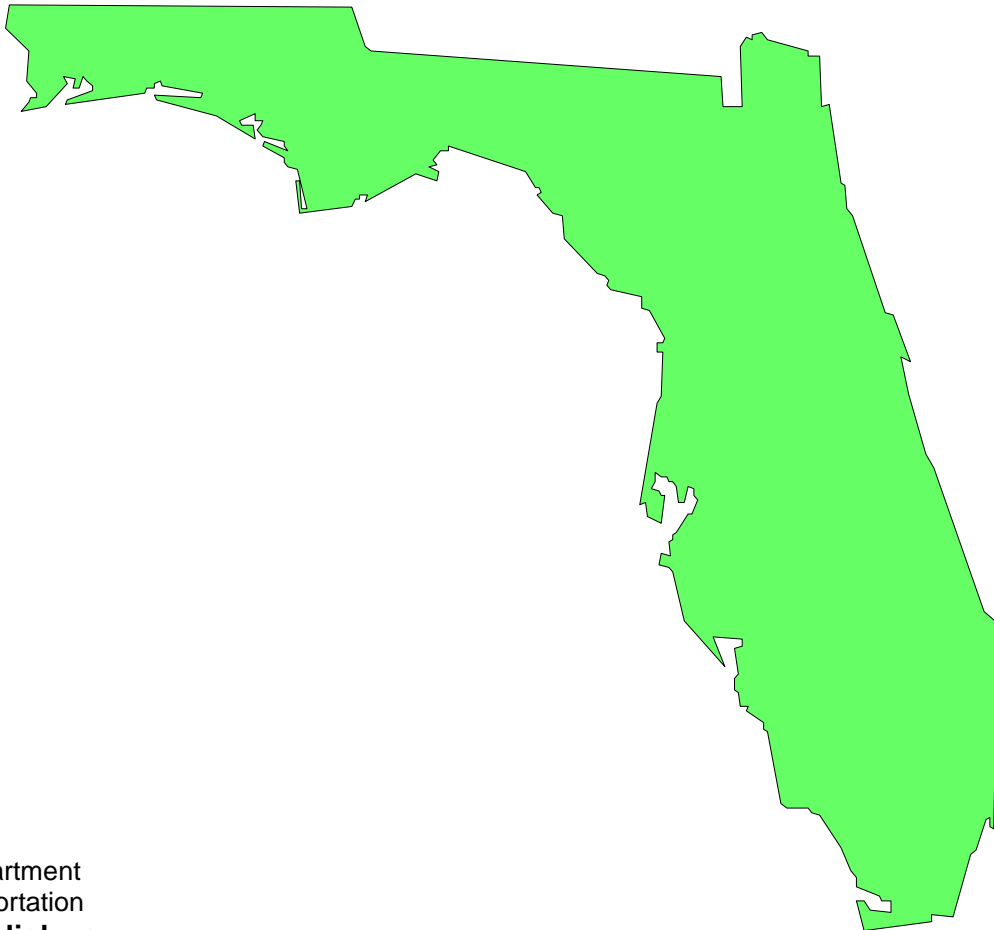


**FEDERAL HIGHWAY ADMINISTRATION
FLORIDA DIVISION**

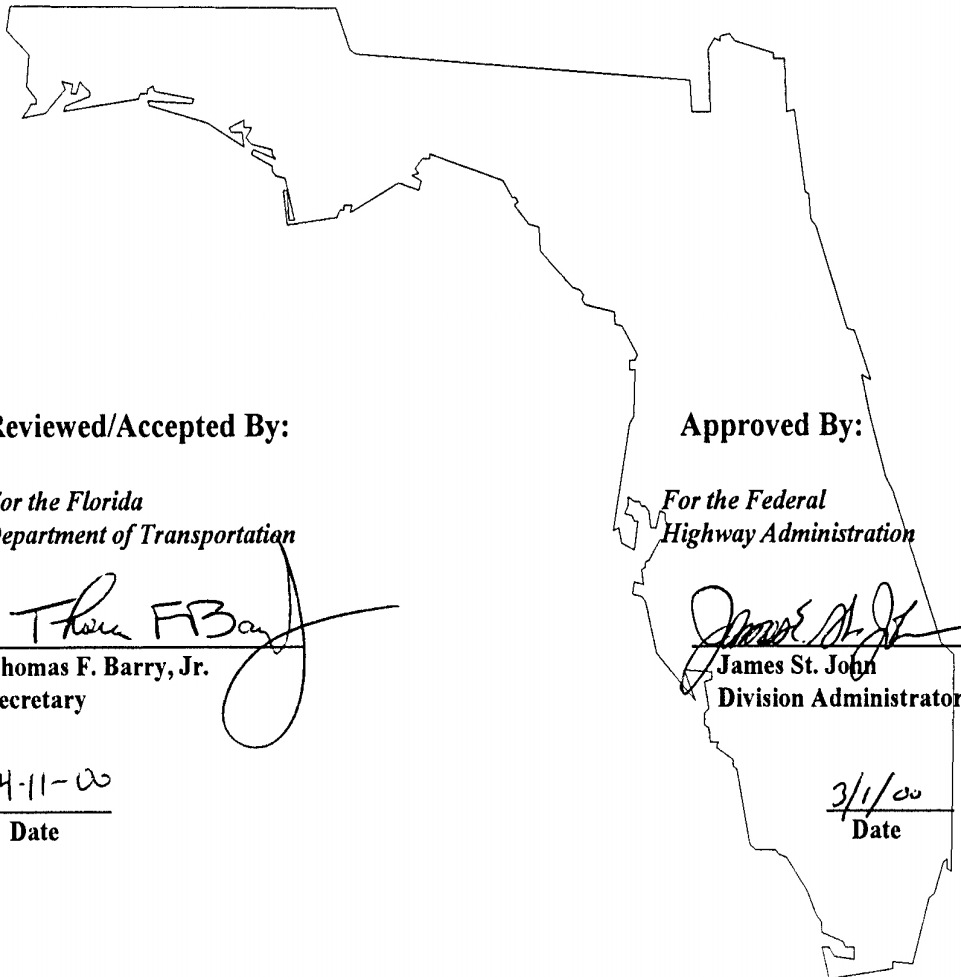
***BUSINESS PLAN
2000***



U.S. Department
of Transportation
**Federal Highway
Administration**

FEDERAL HIGHWAY ADMINISTRATION FLORIDA DIVISION

BUSINESS PLAN *2000*



Reviewed/Accepted By:

*For the Florida
Department of Transportation*

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Introduction

In June 1999, the Florida Division of the Federal Highway Administration (FHWA) conducted a self-assessment using the President's Quality Award Performance Excellence Criteria. The Criteria is patterned after the Malcolm Baldrige Quality Award Criteria. Following this self-assessment, a team of certified examiners from FHWA's New Jersey and Illinois Divisions, and from the Florida Department of Transportation, reviewed the Self-assessment. This was followed by a site visit on September 8, 1999 where the team interviewed the Division Administrator, the Assistant Division Administrator and Senior Staff, as well as most of the staff. A report identifying the Division's strengths and opportunities for improvement was issued in October 1999.

One of the opportunities identified was that the Division did not have a systematic process for deploying strategic objectives. A clear process is needed to strategically focus resources year after year so as to build upon lessons learned and insure that the FHWA's most important goals will be met. Both our employees and the examiners found that there was not a direct link between the Division's Strategic (or long term) Plan and its Stewardship (or annual performance) Plan. More importantly for the employees, they could not easily make the connection between these 'Plan' activities, our mission and their everyday work.

As a result of the self-assessment feedback, the Division's Strategic Plan and Stewardship Plan are being combined under our new ***Division Business Plan 2000***.

The Division's Strategic Plan indicates our contribution to FHWA's National Strategic Plan, including annually developed **Strategic Initiatives** in each of the five national strategic goal areas of Safety, Mobility, Productivity, Human and Natural Environment, and National Security, as well as FHWA's Corporate Management Strategies. Also included in our Strategic Plan are annual targets taken from FHWA's national Performance Plan, but made specific to Florida where possible. These Florida-specific targets help trend our yearly progress which moves us incrementally towards the long range goals (e.g., reducing the numbers of fatalities and serious injuries, reducing wetlands impacted and mitigated, reducing mobile emissions). Wherever possible, the Florida Department of Transportation's (FDOT's) strategic objectives are also referenced to show alignment on our mutual strategic goals.

The Division's annual Stewardship Plan is developed as a cooperative effort between our Office and FDOT. Each year, the Division's employees are polled for suggested topics based on their knowledge of where there may be opportunities for quality improvements or based on the need for follow-up or expanded process improvement reviews. The Senior Staff, with collateral responsibilities (e.g., planning, construction, design, structures), meet with their respective counterpart in FDOT to solicit their input for topics. This collaboration focuses our resources on **Process Improvement Reviews** (to enhance the effectiveness and efficiency of Florida's transportation system consistent with the National Strategic Plan) and on **Quality Initiatives** (aimed at implementing new programs, products, processes, or technologies).

This year's **Strategic Initiatives** (including those supporting the national Corporate Management Strategies), **Process Improvement Reviews**, and **Quality Initiatives** are summarized starting on page 7. Each of these efforts are referenced to one of the five National Strategic Goals and linked to the Division's core business processes. We have defined these core processes (our "vital few") as those processes which are essential to meeting the needs of our customers and are critical to achieving our mission. In addition, we have focused on results by developing measurable outcomes for our activities.

To help us further link our activities with financial and staffing resources, the exhibit on page 65 depicts our budget allocation for FY 1999 and FY 2000, and the table starting on page 67 depicts our resource (i.e., travel funds and staff time) requirements for our planned FY 2000 Process Improvement Reviews. In addition, the table on pages 69 and summarizes how well we estimated our resource requirements for last year's Process Improvement Reviews. In the future, we will use this information to assess our effectiveness in achieving our desired outcomes.

In summary, our Business Plan begins to link long range goals and short term activities between our office and FHWA nationally, as well as with our primary partner, the FDOT.

Division Vision

Your partner leading transportation excellence for Florida

Partners complement each others efforts, not duplicate their efforts. The Federal role is “leading” by setting high standards, bringing in new ideas, challenging current practice, while others are “doing” the work of delivering the program. Our customers, the transportation users, demand a “bang for their buck,” so our work as an industry must be excellent to earn their trust and gain more resources to do even better.

Division Mission

Partner to continuously improve the quality of Florida’s transportation systems for her people and to support meeting their goals:

- ▶ Make required Federal actions in a timely manner consistent with law, regulation and policy while adding value for partners and stakeholders
- ▶ Integrate new technology and best practices into the Florida transportation process
- ▶ Supply partners and stakeholders the best information available to facilitate excellent decision-making
- ▶ Manage our business affairs and internal operations efficiently, effectively and with high integrity

Division Values

FHWA has national values of Service, Teamwork, Professionalism and Diversity. In addition to these, Florida Division will value:

Flexibility - there are many ways to comply and reach desired results

Agility - things change; times and conditions move fast; and so must we

Consensus - seek win-win solutions among the many interests

Inclusion - we seek to understand and serve everyone

Action - we will learn and improve while doing, not wait for perfection to act

CORE BUSINESS PROCESSES - OUR VITAL FEW

FLORIDA DIVISION BUSINESS PROCESSES

Business processes are a series of steps or actions (linked activities) which convert inputs into outputs to produce the products and services desired by our customers. A process should add value to the inputs by changing them or using them to produce something new. As an example, FHWA's review and coordination of NEPA documents should result in a better/more informed decision and result in the eventual construction of the proposed action, due to our proactive involvement in the process. Business processes are all the processes required to run our unique business. For the Florida Division, we have determined these to be:

REQUIRED FEDERAL ACTIONS

- Coordinate and approve NEPA documents
- Approve program and projects actions in accordance with 23 USC / 23 CFR
- Respond to emergencies
- Approve Interstate access points
- Ensure compliance with other Federal laws (e.g., Civil Rights, Davis Bacon, Uniform Act, other environmental laws and regulations, etc.)

TECHNOLOGY DEPLOYMENT

- Market/integrate new technologies (e.g., ITS, high performance materials)
- Seek and promote best practices in all aspects of the Federal-aid Highway Program
- Seek and promote continuous process improvement in all of our actions (i.e., through process improvement reviews and quality initiatives)

KNOWLEDGE MANAGEMENT

- Produce and maintain accurate data and reports (DAFIS, FMIS, HPMS, NBIS, etc.)
- Disseminate information on legislation, new programs and agency initiatives
- Prepare agency briefings and alert bulletins

BUSINESS MANAGEMENT AND INTERNAL OPERATIONS

- Authorize/obligate and manage Federal-aid funds
- Contribute to the accomplishment of the agency's strategic goals
- Optimize GOE/FTE use
- Provide training and learning opportunities for employees based on strategic needs
- Provide timely response to inquiries and requests for information/action
- Encourage careers in transportation (e.g., Garrett A. Morgan Transportation Futures Program, Summer Transportation Institute)

Considering the above business processes, we come down to five core processes:

DIVISION CORE PROCESSES

Core processes refer to those business processes which are essential to meeting the needs of our customers and are critical to achieving our mission. These have sometimes been referred to as the "vital few" whereby the Division's performance is judged in the delivery of our products and services. These may change over time based on customer input. It is especially important to measure the core processes (inputs, outputs, outcomes) to ensure that we are consistently delivering excellent products and services, and to give us data for continually improving the processes to meet our customers' requirements. Those judged to be our core processes are as follows:

- Coordinate and approve NEPA documents
- Authorize/obligate and manage Federal-aid funds
- Disseminate information on legislation, new programs and agency initiatives
- Produce and maintain accurate data and reports (DAFIS, FMIS, HPMS, NBIS, etc.)
- Market/integrate new technologies and best practices

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
<i>Division Strategic Initiatives</i>				
Using Results from Regional Crash Study, Develop Strategies for Addressing High Hazard Locations	Safety	C, E	Recommended strategies implemented by partners	Munoz
Promote Superpave	Mobility Productivity	C, E	Overcome implementation problems associated with Superpave. Superpave is implemented in all Districts	Schiess
Funding Bridge Rehabilitation/Replacement Projects	Mobility Safety	B, C	Measurable increase in the numbers of deficient bridge correction/replacement projects funded	Edwards
Emphasize Bicycle/Pedestrian Issues in Metropolitan Planning	Mobility Safety	C, E	Measurable increase in the number of bicycle/pedestrian projects programmed/implemented by FDOT/MPOs	Harris/Arhin/FTA
Promote ITS in Statewide and Metropolitan Planning	Mobility Productivity	C, E	Measurable increase in the number of ITS projects programmed/implemented by FDOT/MPOs	Harris/Arhin/Tran/FTA
Promote Expanded Use of Congestion Management Systems (CMS) in Transportation Management Areas (TMAs)	Mobility	C, E	Measurable increase in the use of CMSs used by TMAs in project prioritization, programming, and implementation (including integration of ITS strategies)	Harris/Arhin/FTA
Promote Performance-Based Identification and Prioritization of Congestion-Relief Strategies	Mobility	C, E	Measurable increase in the use of CMSs MPOs/FDOT in project prioritization, programming, and implementation	FDOT/Harris
Explore Methods for Utilizing HPMS in Defining Delay-Oriented Baseline	Mobility	C	Definition of a Statewide congestion/mobility baseline	Anderson/Arhin/FDOT
Emphasize Rural ITS Strategies as Part of Statewide Planning Annual Assessment	Mobility	C	Measurable increase in the number of Rural ITS strategies used by FDOT as a viable mobility enhancement strategy	Anderson/FTA

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
Develop a Commodity-Based Freight Analysis Methodology	Productivity	C, E	Statewide commodity-based model for forecasting freight movements implemented by FDOT and MPOs	FDOT/Harris
Share TMA “Best Practices” on Intermodal and Freight Considerations	Productivity	C, E	Best Practices identified by FHWA/FTA adopted by MPOs	Harris/Arhin/FTA
Promote Intermodal/Freight Considerations in Statewide Planning	Productivity	C	Measurable increase in the number of intermodal/freight projects programmed. Greater understanding of intermodal/freight issues by FDOT/MPOs	Anderson/FTA
Conduct Outreach Activities in Support of the National Corridor Planning and Development (NCPD) Program	Productivity	C	Measurable increase in the number of Florida NCPD discretionary grant application requests	Harris
Promote Reduced Highway Freight Costs Through the Commercial Vehicle Size and Weight Enforcement Program	Productivity Safety	C	FDOT’s program prevents premature deterioration of highway pavements and structures	Arhin/Anderson
Florida Environmental Streamlining Laboratory	Human and Natural Environment	A, B, C	Improved NEPA process leads to quicker decisions and expedited issuance of required permits	FDOT/Anderson/ Hadley
Promote Comprehensive Consideration of Community Values in all Project Phases	Human and Natural Environment	A, B, C	Community values are increasingly integrated in transportation decision-making process	FDOT/Hadley/ Anderson
Provide Leadership in Addressing Cultural Resources and Tribal Government Issues	Human and Natural Environment	A, B, C	FDOT implements an improved transportation decision-making process which addresses cultural resources and Tribal Government issues in transportation planning and project development	FDOT/Hadley

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
Emphasize Integration of Empowerment Zone (EZ)/Enterprise Community (EC) Activities in Metropolitan Planning	Human and Natural Environment	C, E	Measurable increase in the involvement of EZs/ECs during project programming as a result of strengthened coordination/partnerships between MPOs/FDOT and EZs/ECs	Harris/Arhin/FTA
Conduct Outreach in Support of the Transportation and Community and System Preservation (TCSP) Pilot Program	Human and Natural Environment	C, E	Increase the number of Florida TCSP discretionary grant application requests	Anderson/Harris/Arhin
Inform Transportation Community on New Eight-Hour Ozone Standard	Human and Natural Environment	A, B, C	Transportation community understands new air quality standard and conformity lapses are averted	Anderson/Harris/Arhin/Hadley
Encourage Strengthened Linkages Between Transportation and Air Quality in Metropolitan Planning	Human and Natural Environment	A, B, C	Mix and type of planned/programmed projects in air quality non-attainment and maintenance areas are consistent with State/local air quality planning goals	Harris/Arhin/FTA
Implement Section 404/NEPA Local Operating Agreement	Human and Natural Environment	A, B, C	Measurable increase in the number of projects utilizing the 404/NEPA merger agreement. Permits are issued without additional NEPA documentation	Hadley/Anderson/FDOT
Promote Wetland Mitigation and Banking and Improve Performance Measures and Tracking	Human and Natural Environment	A, B, C	Measurable increase in the use of wetlands banks for mitigation, and improved Statewide collection and reporting of wetlands data	Hadley/FDOT
Update/Implement State's Emergency Highway Traffic Regulation Plan	National Security	C	FDOT implements comprehensive Statewide evacuation plan during natural and civil emergencies	Arhin/Anderson/FDOT
Review and Revise Continuity of Operations Plan	National Security	B, E	Measurable improvement in responding to emergencies	Anderson
Revise National Highway System (NHS) Intermodal Connector Routes	National Security Productivity	C	FDOT/MPOs adopt revised routes resulting in improved people/freight movements between the NHS and major intermodal facilities, including military installations	Anderson/Arhin

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
Promote Consideration of Military Installations in Statewide and Metropolitan Planning	National Security	C	Measurable increase in the number of road improvement projects programmed for routes leading to military installations	Harris/Arhin/ Anderson/FTA
<i>Corporate Management Strategies</i>				
Define Division Leadership System	Leadership	C	Majority of Division employees understand Leadership System. Measurable improvement in two-way communication between leadership and employees which builds trust and gains support for the office's activities/mission	Leadership Cornerstone Team/Unkefer
Combine Strategic Plan and Stewardship Plan into Business Plan	Strategic Planning	C	Majority of employees understand the link between FHWA's National goals and their everyday work so they can prioritize activities to focus resources on what matters most	Strategic Planning Cornerstone Team/Unkefer
Survey FDOT and Major Customers	Customer/Partner Focus	C	Strategies implemented which adjust our products and services to satisfy key customers (i.e., shift resources, joint process improvement teams)	Customer Focus Cornerstone Team/Unkefer
Develop Performance Tracking System for Core Processes	Information and Analysis	C	Performance measurement and tracking system in place with "dashboard" measures for senior leadership in the 5 areas of the President's Quality Award (PQA) Business Results category.	Information & Analysis Cornerstone Team/Unkefer
Tie Performance and Recognition to Accomplishment of Division Business Plan	Human Resource Development	C	Employee performance system implemented which ties performance ratings and awards to accomplishment of Division's Business Plan	Human Resources Cornerstone Team/Unkefer
Map Core ("Vital Few") Processes	Process Management	C	2 - 3 core processes are re-engineered based on input from customers/stakeholders	Process Management Cornerstone Team/Unkefer

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
Share Performance Measure Results with Others or Benchmark Results-oriented Performance Measures with Others	Business Results	C	Performance standards implemented	Business Results Cornerstone Team/Unkefer
<i>Process Improvement Reviews</i>				
<u>Civil Rights</u> Equal Employment Opportunity (EEO) and Affirmative Action	Human and Natural Environment	B	Measurable increase in the number of minorities and women considered for promotion [EEO] and contracts [Affirmative Action]	Escalera
<u>Construction</u> Mechanical Stabilized Earth (MSE) Walls	Mobility	E	FDOT adopts suggested improvements to procedures/ processes resulting in improved product and/or more cost-effective MSE walls	Plachy
QC2000 Pilot Projects	Mobility	E	FDOT adopts recommended modifications to specifications, procedures and training resulting in more cost-effective quality control by self-reliant contractors	Schiess
Construction Contract Claims	Mobility	B	FDOT adopts recommendations for improved construction claim process resulting in less dollars lost through claims	Fusco
Bituminous Pavement Performance	Mobility	B	FDOT adopts recommendations which are directed at improvements in bituminous asphalt pavement performance	Schiess
<u>Preconstruction and Environment</u> Project Scope Development	Mobility Human and Natural Environment	A, B, C	Documentation of benefits derived by using Scoping Reports on 3R projects in District 3. FDOT adopts recommendations for consistent format and presentation of design-related information in the Preliminary Engineering Report for use in developing Scope of Services for design. Measurable reduction Supplemental Agreements on consultant design projects	Davis/Hadley

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
Final Design	Mobility	B	Development of accurate district-specific flowcharts depicting the process relating to the preparation of construction contract documents. Identification of significant district-specific problem areas for future process improvements	FDOT/Byars
Incorporating Operational Features in Construction Contracts	Productivity	B	FDOT adopts recommendations to integrate ITS and other operational features as part of major reconstruction projects in District 5	Zammit
<u>Financial Management</u> Implementing Demonstration Projects	Productivity	B	FDOT provides appropriate information in first submittal of updated obligation plan resulting in less man-hours required to obligate demonstration projects	Stone
<u>Maintenance</u> National Bridge Inspection Standards Program	Mobility	D, E	FDOT adopts suggested improvements to procedures/processes resulting in more complete or accurate data and/or more cost effective methods.	Edwards
<u>Planning</u> TMA Certification Reviews	Mobility Human and Natural Environment Productivity	B, C, E	TMA's demonstrate an integrated decision-making process which meets the spirit and intent of ISTEA and TEA-21	Harris/Arhin/ Anderson/FTA
Annual Highway Performance Management System (HPMS) Monitoring	Mobility	C, D	Continued quality improvements in HPMS data submittals	Arhin/Anderson/ FTA
Statewide Planning Annual Assessment	Mobility Human and Natural Environment Productivity	B, C	Florida's Statewide planning process and FY 2001 STIP meets/exceeds FHWA/FTA's requirements	Anderson/FTA

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
Commercial Vehicle Size and Weight Enforcement Program	Mobility Productivity Safety	C , D	FDOT's program prevents premature deterioration of highway pavement and structures	Arhin/Anderson
<u>Right-of-Way</u> Legal Settlements	Mobility	B	Measurable increase in the number of negotiated settlements	Wade
Participation in FDOT Quality Assurance Reviews	Mobility	B	Right-of-way is acquired in a cost-effective manner consistent with Federal and State law	Fennel
<u>Safety</u> Identify Crash Attributes Off State Highway System	Safety	E	Local agencies adopt recommended strategies resulting in reduced number of crashes	Munoz
<u>Technology Transfer</u> ITS Software Platforms	Productivity	E	Measurable improvement in the integration of different platforms	Tran
<i>Quality Initiatives</i>				
<u>Civil Rights</u> Strengthen Florida A&M University/FDOT/FHWA Partnership	Human and Natural Environment	C	More minorities consider transportation as a career as evidenced by increase in the number of applicants for Eisenhower Fellowship, Summer Transportation Institute, and Summer Transportation Internship	Escalera
Initiate Partnership with Florida International University and Bethune Cookman College	Human and Natural Environment	C	More minorities consider transportation as a career as evidenced by increase in the number of applicants for Eisenhower Fellowship, Summer Transportation Institute, and Summer Transportation Internship	Escalera

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
Support Welfare to Work Initiatives	Human and Natural Environment	C	Measurable increase in the number of welfare recipients hired to work on highway construction projects	Escalera
<u>Construction</u> Construction Stewardship Techniques	Mobility	E	New/innovative oversight methods adopted by FHWA/FDOT focusing resources on mutually agreed upon critical items and resulting in a more effective partnership	Shanine
Construction Performance Measures	Mobility	E	Gather performance measure indicators and promote to FDOT construction employees	Davis
Superpave Monitoring Program at University of Florida	Mobility	E	Performance monitoring system in place and advanced testing programs developed	Schiess
Pavement Smoothness	Mobility	E	Smoothness specification incorporated into all high-type asphalt surfacing projects	Schiess
Intelligent Transportation Systems (ITS) in Construction	Mobility	E	Increase in awareness by FDOT construction employees of the use and benefits of ITS technologies	Williams
<u>Preconstruction</u> Phase Review	Mobility and Productivity	B	Recommended process improvements from 1998 review implemented in 4 districts resulting in reduction in staff hours for phase reviews	FDOT/Williams
ITS Procurement (Best Practices)	Mobility	C	Recommendation from Florida ITS Strategic Plan Implemented	Tran
<u>Environment</u> Florida Environmental Streamlining Laboratory	Human and Natural Environment	A, B, C	Improved NEPA process leads to quicker decisions and expedited issuance of required permits	FDOT/Anderson/ Hadley
Community Impact Assessment	Human and Natural Environment	A, B, C	Community values are integrated in transportation decision-making process	FDOT/Hadley/ Anderson

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
Outreach on Implementation of New Eight-Hour Ozone Standard	Human and Natural Environment	A, B, C	Transportation community understands new air quality standard and conformity lapses are averted	Anderson/Harris/Arhin/Hadley
Section 106/Native American Issues	Human and Natural Environment	A, B, C	FDOT implements an improved transportation decision-making process which addresses cultural resources and Tribal Government issues in transportation planning and project development	FDOT/Hadley
<u>Financial Management</u> Electronic Supplemental Agreements	Mobility	B	FDOT/FHWA adopts usage of electronic Supplemental Agreement form resulting in process time savings	Gressel
Disseminating Financial Information to Districts	Mobility	B	Measurable increase in FDOT employees' understanding of Federal-aid process as evidenced by fewer errors/omissions in FMIS project submissions	Gressel
<u>Maintenance</u> None				
<u>Planning</u> Summarize TMA Best Practices	Mobility Productivity Human and Natural Environment	E	Shared best practices result in strengthening metropolitan decision-making processes	Anderson
Statewide Freight Forecasting	Productivity	C, E	Statewide commodity-based model for forecasting freight movements rolled out and used to address the needs of trucks and connectivity	FDOT/Harris
<u>Right-of-Way</u> None				

FY 2000 FLORIDA DIVISION BUSINESS PLAN SUMMARY

Summary of Planned Strategic Initiatives, Process Improvements Reviews, and Quality Initiatives				
Initiative/Review	Reference to Strategic Plan	Tie to Vital Few ¹	Desired Outcome	Team Leader or Champion
<u>Safety</u> Self Assessment of Work Zone Practices	Safety	B	FDOT establishes baseline for work zone practices.	Múnoz
NCHRP 350 Implementation	Safety	C	FDOT implements requirements by October 2000.	Múnoz
Red Right Running	Safety	C	Measurable reduction in crashes due to red light running	Múnoz
<u>Technology Transfer</u> ITS Service Plans - District 5 tour	Productivity	C	Better understanding of ITS capabilities and applications and increased use of ITS in solutions to transportation problems	Tran
CORSIM Training	Mobility	E	Increased use of CORSIM modeling due to training resulting in better traffic solutions	Tran
ITS Service Plan - Incident Management (IM) Awareness	Productivity Mobility	E	FDOT/cities adopt improved IM practices resulting in less congestion delays due to incidents	Tran
ITS Training and Awareness	Mobility Productivity	E	More people understand benefits of ITS and increased number of applications	Tran

Legend:

Florida Division Core Business Processes:

- A. Coordinate and approve NEPA documents
- B. Authorize/obligate and manage Federal-aid funds
- C. Disseminate information on legislation, new programs, and agency initiatives
- D. Produce and maintain accurate data and reports
- E. Market/integrate new technologies and best practices

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

The following has been formatted so as to highlight the alignment between FHWA National strategic goals/annual performance targets, FDOT Strategic Objectives, and Florida Division's year 2000 initiatives, as well as to provide an indication of how the measures are trending. Refer to the Business Plan Summary matrix to see the outcome goals for the Division initiatives.

SAFETY: Continually improve highway safety.

FHWA Performance Goal:

- Reduce the rate of highway-related fatalities
- Reduce the rate of highway-related injuries

FHWA FY 2000 Performance Measures and Targets:

- Reduce the rate of highway-related fatalities per 100 million vehicle miles traveled (VMT) from 1.7 in 1996 to 1.5 in 2000.
- Reduce the rate of highway-related injuries from 141 per 100 million VMT in 1996 to 124 per 100 million VMT in 2000.

Fatalities						
	1996	1997 Baseline	1998	1999	2000 Target	Target in 10 Years
Number	2,806	2,811	2,889	2,992*	2,930	2,245
Rate	2.23	2.16	2.11	2.09*	2.05	1.78

Number of Serious Injuries						
	1996	1997 Baseline	1998	1999	2000 Target	Target in 10 Years
Number	31,870	31,475	30,362	25,306*	29,147	25,496
Rate	24.58	23.92	22.21	20.45*	21.32	19.66

* Preliminary number

FDOT Strategic Objective: By 2006, reduce the highway fatality rate from 2.23 fatalities per 100 million vehicles miles of travel in 1995 to 1.73.

FDOT Strategic Objective: Through 2006, keep the percentage of crashes on the State Highway System where road-related conditions are listed as a contributing factor below 1.0 percent.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Using results from the Regional Crash Study, develop strategies for addressing hazardous locations.	Norbert Muñoz

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

MOBILITY: Continually improve the public's access to activities, goods, and services through preservation, improvement, and expansion of the highway transportation system and enhancement of its operations, efficiency, and intermodal connections.

A. Infrastructure:

NHS Pavement Condition

FHWA Performance Goal: Increase percentage of kilometers (miles) on the National Highway System (NHS) that meet Owner-Agency managed pavement performance for acceptable ride quality, i.e., International Roughness Index less than or equal to 2.68 m/km (170 in/mi).

FHWA FY 2000 Performance Measure and Target: Increase the percentage of the NHS that meets the acceptable ride quality standard from the 1996 baseline of 90.4 percent to 91.8 percent in FY 2000

NHS Pavement Performance [based on IRI Index (<150 inches/mile)]					
Total Number of Miles	1997 % (miles) Actual	1998 % (miles) Actual	1999 % (miles) Actual	2000 Target* % (miles)	Target * in 10 Years % (miles)
4,297 (3,616) ¹	90% (3,869)	90% (3,969)	99% (3,934)	98% (3,952)	100%

* NOTE: Unless otherwise indicated, 1999 targets are based on FHWA's **Performance Plan for the President's Fiscal Year 1999 Budget**. Florida's target is based on 0.2% improvement in mileage per year, similar to improvement envisioned in FHWA's FY 1999 Performance Plan.

¹ HPMS database does not contain IRI values for 681 miles of NHS. The number of miles rated (as shown in parenthesis) changes each year. The increase from 1998 to 1999 is due to change in means of measuring ride (laser vs. Ultrasound).

FDOT Strategic Objective: Through 2006, ensure that 80% of the pavement on the State Highway System meets Department standards.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Continue to promote Superpave and identify and resolve problems associated with its implementation.	Greg Schiess

Bridge Condition

FHWA Performance Goal:

- Improve the condition of NHS bridges
- Improve the condition of all bridges

FHWA FY 2000 Performance Measure and Targets:

- Reduce the percentage of NHS bridges that are classified as deficient from 25.8 percent in 1996 to 22.5 percent in 2000.
- Reduce the percentage of all bridges that are classified as deficient from 31.4 percent in 1996 to 28.8 percent in 2000.

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

Number of Deficient Bridges On/Off the NHS										
		1997		1998		1999		2000 Target*		Target in 10 Years
	Total No.	No.	%	No.	%	No.	%	No.	%	%
NHS Only	4,137	916	22.1	863	21.0	898	21.7		19.3	< 20
All Bridges	11,090	3,089	27.9	3,205	29.1	3,078	27.3		27.7	< 25

* Florida's target based on a straight line reduction/year to meet 10-year improvement envisioned in FHWA's FY 2000 Performance Plan.

FDOT Strategic Objective: Through 2006, ensure that 90% of FDOT-maintained bridges meet Department standards, while keeping all FDOT-maintained bridges open to the public safe.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Review and document FDOT's process related to the selection and funding of bridge replacement, bridge repair and rehabilitation, and bridge widening projects. Identify any actions that might lead to further reductions in the number of structural and functional bridge deficiencies, as well as review the distribution of funds on off system bridges.	<i>Doug Edwards</i>

User Satisfaction with the Nation's Highway System

FHWA Performance Goal: Increase user satisfaction with the Nation's highway systems to meet customer needs

FHWA FY2000 Performance Measure and Target: Percent user satisfaction with the Nation's highway systems.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
None	

Mobility of Pedestrians and Bicyclists

FHWA Performance Goal: Ensure the mobility of pedestrians (including people with disabilities) and bicyclists.

FHWA FY2000 Performance Measure and Target: Measure and target to be developed in FY 2000.

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Emphasize consideration of bicycle and pedestrian issues in metropolitan transportation planning, programming, and decision-making during certification reviews of Transportation Management Areas (TMAs).	<i>Kwame Arhin and Dave Harris</i>

B. Operations:

Highway Congestion

FHWA Performance Goal: Reduce delays on Federal-aid Highways

FHWA FY 2000 Performance Measure and Target:

Reduce delays on Federal-aid highways from the 1996 baseline of 9.2 hours of delay per 1,000 VMT to 9 hours of delay.

FDOT Strategic Objective: Through 2006, approximately 50 percent of the Highway Capacity Improvement Program shall be committed for capacity improvements on the Florida Intrastate Highway System (FIHS).

FDOT Strategic Objective: Maintain mobility trends on the FIHS by keeping annual growth in traffic density at or below 4%.

FDOT Strategic Objective: Through 2006, continue to improve intermodal connections and access by annually allocating a minimum of \$30 million in state funds for the Intermodal Access Program.

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Continue developing and employing proactive stakeholder-oriented information dissemination and outreach activities to further integrate national/regional ITS architectures and standards within the contexts of the Statewide and metropolitan transportation planning, prioritization, and programming processes.	<i>Chung Tran, Kwame Arhin, and Dave Harris</i>
Emphasize use of Congestion Management Systems to identify congested corridors and identify/prioritize strategies for future project programming and implementation, including TMA efforts to integrate national/regional ITS architectures and standards into their planning processes during TMA certification reviews.	<i>Kwame Arhin and Dave Harris</i>
Actively participate in FDOT's multi-stakeholder <u>Congestion/Mobility Task Force</u> and <u>Metropolitan Mobility Measures Task Force</u> . Provide leadership to the MPOs in further identifying congested corridors, prioritizing congestion-relief strategies, and developing metropolitan-level mobility performance measures.	<i>Dave Harris</i>
Continue to explore methods for utilizing HPMS data (e.g., Peak Hour Percent Green Time) in defining a Statewide delay-oriented baseline and future-year targets.	<i>Larry Anderson and Kwame Arhin</i>
Emphasize rural ITS planning strategies as part of FHWA's/FTA's Statewide planning annual assessment.	<i>Larry Anderson</i>

NHS Intermodal Connections

FHWA FY 2000 Performance Measure and Target: Refer to **Productivity** goal section of this plan.

PRODUCTIVITY: Continuously improve the economic efficiency of the Nation's transportation system to enhance America's position in the global economy.

Highway Congestion

FHWA Performance Goal: Reduce delays on Federal-aid highways

FDOT Strategic Objective: Through 2006, increase transit ridership at least twice the average rate of population growth.

FDOT Strategic Objective: Through 2006, approximately 50 percent of the Highway Capacity Improvement Program shall be committed for capacity improvements on the Florida Intrastate Highway System (FIHS).

FDOT Strategic Objective: Maintain mobility trends on the FIHS by keeping annual growth in traffic density at or below 4%.

DIVISION STRATEGIC INITIATIVES:

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

Major Initiatives	Responsible Person
None	

NHS Intermodal Connections

FHWA Performance Goal: Improve the efficiency and capacity of existing intermodal connections on the NHS and serve new intermodal facilities on the NHS as appropriate.

FHWA FY 2000 Performance Measure and Target: Measure and target are being developed.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
None	

Highway Freight Cost

FHWA Performance Goal: Reduce the cost of highway freight per ton-kilometer.

FHWA FY 2000 Performance Measure and Target: The baseline and target are being developed.

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Actively participate in FDOT's <u>Statewide Freight Forecasting Steering Committee</u> in developing a commodity-based freight analysis methodology for future use in Statewide and metropolitan travel demand forecasting models.	<i>Kwame Arhin</i>
Emphasize intermodal and freight issues in the metropolitan planning, programming, and decision-making processes during TMA certification reviews. Identify and share best practices with the State's other MPOs, including TMAs and non-TMAs.	<i>Kwame Arhin and Dave Harris</i>
Emphasize Intermodal and freight considerations in the Statewide transportation planning, programming, and decision-making processes as part of FHWA/FTA Statewide planning annual assessment.	<i>Larry Anderson</i>
Develop and employ proactive stakeholder-oriented information dissemination and outreach activities (e.g., transmittal of program guidance, presentations at MPOAC and/or FDOT District Office planning and environment meetings, or participation in program-specific workshops) in support of the National Corridors Planning and Development/Coordinated Border Infrastructure Programs.	<i>Dave Harris</i>

Congestion on NHS Border Crossings

FHWA Performance Goal: Reduce highway-related delays on NHS border crossings.

FHWA FY 2000 Performance Measure and Target:

Hours of delay/1000 vehicles processed at NHS border crossings. Target and baseline are being developed.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
None	

Cost-Beneficial Highway Investment (formerly Life Cycle Costs)

FHWA Performance Goal: Improve the efficiency of highway infrastructure investments, by developing and promoting the use of engineering/economic analysis tools for decision making.

FHWA FY 2000 Performance Measure and Target: For FY 2000, FHWA has identified several immediate initiatives which will help FHWA to meet this long-term goal, including: (1) Establishing a pilot program with five states in FY 2000 to test the applicability of existing engineering/economic investment models, specifically the Highway Economic Requirements System (HERS) Model, to help states make highway program investment decisions; (2) Initiating development of a life-cycle cost analysis (LCCA) model for subsequent testing by states in FY 2001; and (3) Providing technical assistance to states in the implementation and use of PONTIS bridge management software.

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
None	

HUMAN AND NATURAL ENVIRONMENT: Protect and enhance the natural environment and communities affected by highway transportation.

Community and Social Benefits Enhancement

FHWA Performance Goal: Increase public satisfaction with highway systems and highway projects as a beneficial part of their community.

FHWA FY 2000 Performance Measure and Target:

- Public satisfaction with highways (to be developed).
- Increase the percentage of EISs with the Environmental Protection Agency's highest rating (Lack of Objection) from the 1988–1998 average of 22 percent to 35 percent in 2000.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Provide proactive leadership in the development and implementation of the <u>Florida Environmental Streamlining Laboratory</u> , in cooperation with Federal, State, and local resource agencies.	<i>Larry Anderson and George Hadley</i>
Actively participate in FDOT's multi-stakeholder <u>Community Impact Assessment Steering Committee</u> by providing leadership to the FDOT District Offices and MPOs in comprehensively addressing community values throughout all project phases.	<i>Larry Anderson and George Hadley</i>
Actively participate in FDOT's multi-stakeholder <u>Section 106/Cultural Resources Task Force</u> providing leadership to the FDOT District Offices, State Historic Preservation Officer, and MPOs in comprehensively addressing cultural resources and Tribal Government issues in the transportation planning and project development processes.	<i>George Hadley</i>
Provide additional emphasis on the integration of Federally-designated Enterprise Community/Empowerment Zone planning issues and activities within the TMA planning processes.	<i>Kwame Arhin and Dave Harris</i>
Develop and employ proactive stakeholder-oriented information dissemination and outreach activities (e.g., transmittal of program guidance, presentations at MPOAC and/or FDOT District Office planning and environment meetings, or participation in program-specific workshops) in support of various Federal programs (i.e., Congestion Mitigation and Air Quality Improvement Program, Transportation and Community and System Preservation Pilot Program, Transportation Enhancement Program, National Scenic Byways Program, and Recreational Trails Program).	<i>George Hadley</i>

On-Road Mobile Source Emissions

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

FHWA Performance Goal: Reduce on-road mobile emissions.

FHWA FY 2000 Performance Measures and Targets:

- Reduce the on-road mobile source emissions by 2% from 1999 to 2000, to a target level of 62.7 million short tons. The 1996 baseline was 65.9 million short tons.
- Increase the percent of non-attainment and maintenance areas meeting their mobile source emissions budget goals by pollutant: to more than 98 % for ozone, 96% for carbon monoxide, and 86 % for particulate matter from the 1996 baseline of 96.7, 92.6 and 68.2.

Mobile Emissions (tons/day)							
		1996/97 Baseline ¹	1998 ²	1999 Target	1999 Progress to Date	2000 Target	Target in 10 Years
Tampa Bay	VOC	86.59	79.09	77.93	73.95	76.37	69.27
	NOx	113.57	111.06	102.21	106.61	100.17	90.86
SE Florida	VOC	166.86	165	150.17	160.76	147.17	133.49
	NOx	213.91	213.68	192.52	216.45	188.67	171.13
Jacksonville	VOC	48.50	47.54	43.65	43.35	42.78	38.80
	NOx	57.00	56.56	51.30	55.55	50.27	45.60

¹ Since statewide emission data does not exist, the regional emissions analyses for the current MPO Long-Range Transportation Plans have been utilized. Although the target emissions are numerically more stringent than the emission budgets in the State Implementation Plan, the relative progress towards meeting these target values is a meaningful measure of progress.

² Based on interpolated regional emissions analyses for the current MPO Year 2000 LRTPs.

FDOT Strategic Objective: Through 2006, ensure that all air quality standards related to mobile source emissions are met.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Develop and employ proactive stakeholder-oriented information dissemination and outreach activities (e.g., transmittal of program guidance, provide policy/technical assistance, presentations at MPOAC and/or FDOT District Office planning and environment meetings, or participation in program-specific workshops) in effectively informing stakeholders on the implementation status of the EPA's new eight-hour ozone NAAQS, including transportation conformity implications.	<i>Larry Anderson, Kwame Arhin, and George Hadley</i>
Emphasis, when applicable, the integration of transportation and air quality planning issues within the TMA planning, programming, and decision-making processes in air quality nonattainment and maintenance areas in certification reviews of TMAs.	<i>Kwame Arhin and David Harris</i>

Wetland Protection and Recovery

FHWA Performance Goal: Increase net wetland hectare area (acreage) resulting from Federal-aid highway projects.

FHWA FY 2000 Performance Measure and Target:

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

On a program-wide basis, replace at least an average of 1.5 acres of wetlands for every 1 acre directly affected by Federal-aid Highway projects where impacts are unavoidable.

Net Wetland Increase (acres)						
	10-Year Target	FY 1997	FY 1998	FY 1999	FY 2000 Target	FY 2000 Actual
Impacted		87.27	146	90	108 ²	
Mitigated		313.76	396	1,092	600 ²	
Replacement Ratio	1.5:1	3.72:1	2.7:1	12:1		

¹ Figure does not include a project which impacted 3 acres and mitigated 642 acres.

² Projections reflect averages from FY 1997-1999.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Provide proactive leadership in the further implementation and revision (if necessary) of the Florida NEPA/Section 404 Local Operating Agreement , as part of the <u>Florida Environmental Streamlining Laboratory</u> .	<i>George Hadley and Larry Anderson</i>
Provide technical support to FDOT in its implementation of Section 373.4137 of <u>Florida Statutes</u> .	<i>George Hadley</i>

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

NATIONAL SECURITY: Improve the Nation's national defense mobility.

DOD Partner Satisfaction

FHWA Performance Goal: Improve FHWA's effectiveness in carrying out its RETCO/RETREP responsibilities in support of the Office of Emergency Transportation.

FHWA FY 2000 Performance Measure and Target: Customer Satisfaction (to be developed).

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Through recurring dialogue with the FDOT, ensure that the State's Emergency Highway Traffic Regulation Plan is periodically updated.	<i>Kwame Arhin and Larry Anderson</i>
Re-assess and revise as necessary the current version of the Division's Continuity of Operations Plan.	<i>Larry Anderson</i>

Condition of STRAHNET

FHWA Performance Goal: Improve the capacity and operation of the Strategic Highway Network (STRAHNET) and STRAHNET connectors to support defense mobilization.

FHWA FY 2000 Performance Measure and Target: Condition of STRAHNET and STRAHNET connectors. This indicator will be developed in 2000.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Based on the results of FHWA's <u>NHS Intermodal Connector Condition and Investment Study</u> , ensure that revisions are made to FDOT's NHS intermodal connector routes and/or route listings, particularly the STRAHNET routes to the Port of Jacksonville-Talleyrand, Blount Island, and Port of Pensacola.	<i>Larry Anderson and Kwame Arhin</i>
Emphasize consideration of emphasize TMA considerations of the STRAHNET and STRAHNET connectors in the metropolitan planning, programming, and decision-making processes in TMA certification reviews. Identify and share best practices with other MPOs, including TMAs and non-TMAs.	<i>Kwame Arhin and Dave Harris</i>
Emphasize the consideration of the STRAHNET and STRAHNET connectors in the Statewide transportation planning, programming, and decision-making processes in the CY 2000 FHWA/FTA Statewide planning annual assessment.	<i>Larry Anderson</i>

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

CORPORATE MANAGEMENT STRATEGIES

The Leadership Cornerstone

FHWA Performance Goal: Strengthen the FHWA Leadership System, through training and other developmental initiatives, for the agency's new organizational structure.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Refine definition of Florida Division's Leadership System	<i>Leadership Cornerstone Team and David Unkefer</i>

The Strategic Planning Cornerstone

FHWA Performance Goal: Translate strategies into unit, division, team and individual action plans with performance measures based on the strategic objectives and performance goals.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Combine Strategic Plan and Stewardship Plan into Division Business Plan	<i>Bob Callan</i>

The Customer/Partner Focus Cornerstone

FHWA Performance Goal: Identify customer and partner needs and measure their level of satisfaction.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Survey FDOT and major customers	<i>Customer Focus Cornerstone Team and David Unkefer</i>

The Information and Analysis Cornerstone

FHWA Performance Goal: Identify and develop key business information systems that meet and track DOT and FHWA strategic goals.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Develop Performance Tracking System for Core Processes	<i>Information and Analysis Cornerstone Team and David Unkefer</i>

FHWA NATIONAL STRATEGIC PLAN

Florida Division Strategic Initiatives in Support of FY 2000 Performance Plan

The Human Resource Development and Management Cornerstone

FHWA Performance Goal: Increase employee technical competence, authority and the tools needed to meet agency and customer needs.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Tie employee performance and recognition to accomplishment of Business Plan	<i>Human Resources Cornerstone Team and David Unkefer</i>

The Process Management Cornerstone

FHWA Performance Goal: Design, manage and improve key processes to achieve better performance.

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Map core ("vital few") business processes	<i>Process Management Cornerstone Team and David Unkefer</i>

The Business Results Cornerstone

FHWA Performance Goal: Develop critical FHWA business metrics to measure the overall quality of processes and services and report results

DIVISION STRATEGIC INITIATIVES:

Major Initiatives	Responsible Person
Share performance measure results with others	<i>Business Results Cornerstone Team and David Unkefer</i>

FLORIDA DIVISION FY 2000 STEWARDSHIP PLAN

Civil Rights

2000 Civil Rights Monitoring Plan

Objectives:

The objectives of the Division Office Civil Rights Monitoring Plan are to:

- Assure FDOT conformance with the Civil Rights requirements contained in 49 and 23 CFR.
- Assess FDOT's Civil Rights practices to ensure that current operating practices are in conformity with approved procedures.
- Assure FDOT compliance with Title VI.

Scope:

This Civil Rights Monitoring Plan includes the Disadvantaged Business Enterprise (DBE) Program and FDOT's Internal Equal Employment Opportunity Program, as well as, Title VI. The scope of the plan consists of three parts: (1) program reviews; (2) project specific activities; and (3) project specific activities.

Program Review:

The program review for 2000 consists of a review of FDOT's Equal Employment Opportunity/ Affirmative Action (EEO/AA) and Title VI program. A summary of the review will be included in the **Civil Rights Monitoring Accomplishments** section of the 2001 Stewardship Plan.

Quality Initiatives:

1. To continue to improve the implementation of the provisions of the Partnership Agreement between the FDOT, Florida A&M University and FHWA.
2. To continue to promote FDOT and Florida A&M University, Florida International University and Bethune-Cookman College participation in the Summer Transportation Institute and to work in partnership with FDOT and Florida A&M University, Florida International University and Bethune-Cookman College.
3. Implementation of a Partnership Agreement among the FDOT, a Hispanic Serving Institution, FHWA and other Minority Institution of Higher Educations.
4. To encourage the implementation of the FDOT's options that support the Welfare to Work Program.

Project Specific Reviews:

The Division will continue to review all of the Department's Quality Assurance Review (QAR) reports issued by the FDOT Minority Programs Office; noting the strengths and weaknesses, trends evaluated and recommendations made to improve the FDOT process.

Report Preparation:

Reports will be prepared to document all District trips including findings, conclusions, and recommendations. Backup material will be filed with the individual reports.

1999 Civil Rights Monitoring Accomplishments

FLORIDA DIVISION FY 2000 STEWARDSHIP PLAN

Process Improvement Reviews:

1. Equal Employment Opportunity/Affirmative Action Program - The Division, conducted a review of the FDOT EEO/AA Program in District One. In preparation for the review, the FDOT Minority Programs Office provided a summary of the Department's EEO/AA Program activities and achievements for the past year. The review included discussions with key FDOT personnel regarding the various facets of the Program. During a visit to District One, the District Personnel Manager and the Contract Compliance Manager presented an overview of the internal District program. The review team also discussed the external program with the District Contract Compliance Manager. The review concluded that the Program is conducted in an acceptable manner.
2. Title VI Program - The Division participation, conducted an assessment of the FDOT Title VI Program in District Five. In preparation for the assessment, the FDOT Minority Programs Office provided a summary of the Department's Title VI Program activities and achievements for the past year. The review included discussions with key FDOT personnel regarding the various facets of the Program. During a visit to District Five, the District Managers presented an overview of the internal District program. The review team also discussed the external program with the District Contract Compliance Manager. The assessment concluded that the Program is conducted in an acceptable manner.

Quality Initiative:

In cooperation with Florida A & M University, Florida International University and Bethune -Cookman College, the Division and the FDOT participated in the Summer Transportation Institute. This 4-week session was conducted in June - July for 30 eighth- and ninth-grade students. The Institute exposed the participants to a series of experiences designed to motivate them toward professions in the transportation industry. Based on favorable comments received from the students and those directly involved with the program, the Institute was considered a complete success.

Project Specific Reviews:

The Division reviewed 69 reports of DBE Contractor Compliance Reviews conducted by the FDOT Minority Programs Office. Review of these reports and FDOT's DBE procedures revealed that the FDOT conducts a quality DBE program.

FLORIDA DIVISION FY 2000 STEWARDSHIP PLAN

Construction

2000 Construction Monitoring Plan

Objectives:

The primary objectives of the Construction Monitoring Plan are to:

- Encourage and assist the FDOT to implement improvements which enhance the quality of the constructed product, and to complete projects in an efficient manner.
- Assess the FDOT's procedures and controls for assuring that projects are completed in reasonably close conformity with the approved plans and specifications while providing a high-quality product.
- Provide customer satisfaction to the traveling public, FDOT, and other organizations and agencies.

Scope:

The Plan consists of three parts: (1) process improvement reviews, (2) quality initiatives, and (3) project specific activities. The project specific activities will be limited to projects subject to our full oversight. The process improvement reviews will include all National Highway System (NHS) projects, including full oversight and exempt projects.

Process Improvement Reviews:

The primary focus of the program operations teams concerning construction activities will be on process improvement reviews. The reviews scheduled for this year are: (1) QC 2000 Pilot Projects, (2) Construction Contract Claims, (3) Mechanical Stabilized Earth (MSE) Walls, and (4) Bituminous Pavement Performance. When completed, the process improvement reviews should be transmitted to the Department's Assistant Secretary for District Operations for distribution within the FDOT (District and Central Offices).

Quality Initiatives:

The emphasis areas for quality initiatives include: (1) construction performance measures, (2) construction stewardship techniques, and (3) Intelligent Transportation System use in construction.

Project Specific Activities:

Project Inspections - Each Transportation Engineer must develop an annual inspection plan in consultation with the Program Operations Engineer. Major projects should be inspected at least once during each major phase of work.

1. Inspection Reports - An inspection report is to be written for all on-site visits. Our goal is to prepare and distribute the reports within ten working days of the inspection. All on-site construction inspection reports will be phase inspections. These inspections should be a detailed, in-depth review of the major phase of work being performed. In addition, the focus of the review should be on quality improvements (or value added). Particular emphasis will be given on maintenance of traffic (MOT), including the condition and use of MOT devices, and safely and efficiently guiding motorists through work zones.
2. Supplemental Agreements (SAs)
 - A. Every attempt should be made to make participation decisions on SAs during field visits. SAs received in our office with proper supporting documentation should be processed within 10 business days of receipt.
 - B. For SAs with more than \$50,000 of federal-aid non-participating work, an inspection report will be written, and it should specifically document the reasons for non-participation. For SAs under \$50,000 in non-

FLORIDA DIVISION FY 2000 STEWARDSHIP PLAN

participation, reasons for non-participation will be documented directly on the SA.

- C. For any non-participation amount over \$250,000, a letter will be issued in lieu of a construction inspection report. The letter should be sent to the District Secretary with a copy to the State Construction Engineer in the Central Office.

A copy of all division office documents (inspection reports, letters, etc.) that involve non-participation actions will be sent to the fiscal files.

For all process improvement reviews, an inspection report should be written to document the specific study performed in each FDOT District visited.

Annual Report:

An annual compilation of construction activities should be prepared by each Transportation Engineer. The compilation should contain a discussion of all relevant activities in their respective District, including recommendations from the quality improvement studies, quality initiatives, and project specific activities.

1999 Construction Monitoring Accomplishments

Process Improvement Reviews:

1. Superpave - The 1999 Superpave asphalt mix design system review followed up on the 1998 review concentrating on concerns raised last year and expanding the review to those Districts that were not covered in the previous review. The major areas of concern are the need for more effective and continuous training and the completion of studies addressing the issues discovered as the system is implemented. The completion of the studies is needed to refine specifications and procedures and develop new specifications and procedures which are aimed at monitoring attributes related to performance. Refinements and new elements are required in all aspects of the system including test methods, job mix design and verification, process control elements, sampling frequencies, and acceptance and Independent Assurance programs.
2. Maintenance of Traffic Best Practices - The primary objective of this study was to develop best practices for improving the traveling public's ability to maneuver safely and efficiently through a construction work zone. The review focused on the traveler or customer's viewpoint as they traverse through a construction work zone. The team conducted field reviews on active projects in four FDOT districts. Both Federal-aid and non Federal-aid projects, on all classifications of roadways, were examined during day and night operations. The review provided recommended improvements to the FDOT Roadway and Traffic Design Standard Index and MOT procedures in five main areas, including: (1) variable message sign use, (2) lane closures and lane shifts, (3) pedestrian and bicycle accessibility, (4) pavement markings, and (5) business signs. In addition, the team recommended annual MOT training be provided to FDOT District, consultant CEI, and contractor personnel as a refresher course, as well as discussing any changes in the MUTCD or FDOT MOT procedures.
3. Mechanical Stabilized Earth Walls - The purpose of this review was to document and evaluate current and proposed FDOT procedures and processes regarding proprietary MSE wall product submittals; product evaluations and entry onto an Approved Products List; inclusion into plans and specifications packages; shop plan submittals; and construction operations and quality. Due to personnel changes, the review was only partially completed in 1999 and it will be continued and completed during 2000.

FLORIDA DIVISION FY 2000 STEWARDSHIP PLAN

Quality Initiatives:

- Intelligent Transportation Systems in Construction - The purpose of this initiative is to gather information about ITS usage in construction nationally, and to provide and prioritize recommendations as to possible implementation strategies in Florida. Currently, information is being gathered from literary searches, as well as with coordination with Headquarters and Southern Resource Center staff.

Project Specific Activities:

The Transportation Engineers conducted construction inspections during the past year, including initial, intermediate, and final inspections, and the inspections were carried out in accordance with the approved 1999 Construction Monitoring Plan. However, the number of inspections has dropped considerably from past years' numbers due to the limited amount of full oversight projects; therefore, it is impractical to determine any statewide trends that may have developed. Inspection findings identified by the Transportation Engineers included topics such as contract claims settlements and maintenance of traffic, and these findings primarily involved project specific issues only.

Conclusion

Through the Division's program and project monitoring activities, we have concluded that construction projects are being completed in a quality manner. In addition, we have determined that the construction activities performed by our office this past year directly support and provide linkage to the five strategic goals of the FHWA's National Strategic Plan and the Quality Journey principles.

FLORIDA DIVISION FY 2000 STEWARDSHIP PLAN

Preconstruction

2000 Preconstruction Monitoring Plan

Objectives:

The objectives of this Preconstruction Monitoring Plan are to:

- Encourage and assist the FDOT to implement improvements to enhance the quality of preconstruction products and monitor the quality of these products, and
- Assess the FDOT's procedures and controls for assuring that projects are developed in reasonably close conformity with FHWA requirements and good engineering practices to assure a high-quality product.

Scope:

The scope of the Plan consists of three parts: (1) participation on joint FHWA/FDOT process improvement reviews; (2) quality initiatives; and (3) project-specific activities (limited to the projects subject to FHWA full oversight).

Process Improvement Reviews:

This year, our office will conduct three joint Process Improvement Reviews in cooperation with the FDOT Roadway Design Quality Assurance Section. The proposed studies are as follows: (1) Scope Development(Continuation from 1999); (2) Final Engineering(Continuation from 1999); and (3) Incorporating Operational Features in Construction Contracts.

Quality Initiatives:

The Quality Initiative identified for this year is based on the Implementation of the 1998 Phase Review recommendations. Working with the Central Office Design staff in this follow-up effort, the main task will be reviewing the Implementation Plans submitted by the district offices. Four districts have submitted plans for implementing various aspects of the recommendations made by the review, including proposed performance measures and monitoring plans.

Project-Specific Activities:

- A. Environmental Reviews - To ensure conformance with the National Environmental Policy Act (NEPA), all projects will receive an initial review to determine the level of documentation required to be consistent with the proposed project undertaking. This will include a review of all supporting documents to assure that the FHWA is in agreement with the overall design concept proposed for the project.
- B. Project Design Reviews - All full oversight project will be reviewed at the various design phases to determine compliance with regard to standards, cost-effectiveness, safety, constructability, bidability, and maintenance of traffic. The review undertaken by our office will be consistent with the complexity of the project.

Report Documentation:

Each of the above required environmental and project design reviews will be documented by preparing a written inspection report. Due to the limited involvement in project specific activities, special attention will be placed on highlighting special or recurring problems within a particular District, statewide emphasis areas, and areas of concern noted in previously completed process improvement reviews. Reports will be submitted within two weeks of making the project level review.

FLORIDA DIVISION FY 2000 STEWARDSHIP PLAN

1999 Preconstruction Monitoring Accomplishments

Joint FDOT/FHWA Quality Improvement Reviews:

1. Scope Development - This joint FDOT/FHWA review looked at the new process currently being used by District 3 for Scope Development of 3R projects. The new process involves developing a Scoping Report to assist the Project Managers in developing scopes for projects. The team reviewed and flowcharted the process being used and interviewed numerous District employees as well as consultants. Due to the limited number of projects completed under the new process to date, the review will be carried into the FY 2000 cycle to allow for more projects to be completed. This will allow the team to collect data from more projects and conduct more thorough analysis of the projects against the baseline information previously gathered.
2. Final Engineering - This joint FDOT/FHWA review looked at the overall Final Engineering process with an emphasis on flowcharting the existing process and practices. The team reviewed the existing guidance to designers and consultants contained in the Plans Preparation Manual to determine what steps are necessary in the process. The team looked at all aspects of the process including coordination with other major functional areas, submissions required during the life of the process as well as data compiled during the 1997 FDOT QAR. These flowcharts have been presented to the District Design Engineers and Senior Designer groups for review and comment. The District Design Engineers have been asked to identify specific individuals to work with the team to confirm and refine the existing process and make recommendations for major areas of potential improvement. The team has initiated visits to all of the Districts to interview key players in the design process. During FY 2000, the team's effort will be focused on the specific areas identified by the districts.

Quality Initiatives:

1. Mapping Initial Engineering - This Quality Initiative was combined with the Final Engineering Design Process Improvement Review.
2. Design Exception Follow-up - In this Quality Initiative, the Division worked with Florida Department of Transportation to develop training materials relating to Design Exceptions for presentation to the Districts. The FDOT Central Office staff presented this material in conjunction with other training to all of the Districts during the year.

Project Specific Activities:

- A. Environmental Reviews - During the past year, all projects regardless of size received an initial review to determine the type of environmental document appropriate for the proposed improvement.
- B. Design Reviews - Our review of design submissions for full oversight projects indicated the Department is producing contract plans that meet or exceed all FHWA requirements. Our plan reviews at the various design phases, as well as PS&E packages, were carried out in accordance with the approved 1999 Preconstruction Monitoring Plan. The number of FHWA oversight plan reviews were limited during the year. Contract documents prepared by FDOT and Design Consultants were generally found to be of good quality but continue to contain some problems leading to field changes made during construction. Our office continued to emphasize bidability/constructability during our reviews and no noticeable trends were identified that would improve the Department's procedures in this area.
- C. Bridge Reviews - FHWA oversight bridge plan reviews were even more limited this year than last, making a meaningful evaluation of statewide overall plan quality impractical. The quality of the individual projects reviewed was considered good. The Department is commended for the creation and excellent work of a "Constructability" review team in the Central Structures Office. Complex (Category 11) structure plans are submitted to the Division for review by the State Structures Office whereas routine (Category 1) structure plans are submitted to the Division direct by the State District Structures Offices. There was no discernable difference in quality between these groups based on the limited reviews made.

Conclusion:

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All project findings/recommendations made during the year have been resolved or our Transportation Engineers are working with the respective FDOT office to resolve any outstanding issues. The projects being developed by the Department are in reasonable close conformance with Federal/State requirements and the FDOT manages and controls Federal-aid preconstruction projects in a satisfactory manner. In accordance with the approved **Preconstruction Monitoring Plan**, our office finds the frequency and number of reviews carried out during 1999 satisfied our stewardship role in the preconstruction area.

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Environment

2000 Environment Monitoring Plan

Objectives:

The objectives of the Environmental Monitoring Program are to assist the Division Office in:

- Supporting the objectives and performance indicators reflected in the FHWA's National Strategic Plan, particularly those associated with the *Human and Natural Environment* goal;
- Assessing the extent to which FDOT environmental policies, procedures, processes, and products satisfy Federal statutory, regulatory, and policy requirements;
- Providing leadership and outreach to the FDOT Central and District Offices, the Florida Department of Environmental Protection (FDEP), the State Historic Preservation Officer, and other State/regional resource agencies in defining and implementing improvements to environmental processes and outcomes; and
- Providing outreach aimed at strengthening working relationships with other Federal agencies (e.g., U. S. Environmental Protection Agency (EPA), U. S. Army Corps of Engineers, U. S. Coast Guard, U. S. Fish and Wildlife Service, and National Marine Fisheries Service) in the development and review of project-specific National Environmental Policy Act (NEPA) documents, including the comprehensive streamlining of the planning, environmental, and permitting processes.

Scope:

The scope of the Environmental Monitoring Program entails a combination of process improvement reviews, quality initiatives, and project-specific activities, each of which strive to strengthen environmental procedures, policies, products, and interagency coordination.

Process Improvement Review:

This year's process improvement review focuses on project scope development. Refer to the **Preconstruction** section.

Quality Initiatives:

This year's initiatives will include: (1) initiating the "Florida Environmental Streamlining Laboratory" (including an executive-level "Environmental Streamlining Summit" and subsequent interagency work group meetings); (2) continuing participation in the FDOT's multi-stakeholder "Community Impact Assessment Steering Committee" (CIASC) to develop processes, mechanisms, and measures for comprehensively addressing community values seamlessly between all project phases; (3) disseminating information and providing outreach on the status of the EPA's designation of nonattainment areas under the eight-hour ozone National Ambient Air Quality Standards (NAAQS), including the implications on transportation conformity and Congestion Mitigation and Air Quality Improvement (CMAQ) Program funding; and (4) participating in the FDOT's multi-stakeholder "Section 106/Cultural Resources Task Force" to strengthen working relationships and develop mechanisms and measures for comprehensively addressing cultural resources and Tribal Government issues in the transportation planning and project development processes, including "government-to-government" coordination with Tribal Governments.

Project-Specific Activities:

The Division Office's Transportation Engineers are responsible for ensuring that all "Federal projects" (i.e., projects funded through the Federal-aid program or requiring a Federal approval action) satisfy the requirements of NEPA and other associated legislation, regulations, and/or policies. The Division Office's Environmental Coordinator (and other Division Office specialists, as necessary) provides internal project-specific guidance throughout the various phases of project development.

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Also, the Environmental Coordinator provides assistance and input to the respective Transportation Engineer on issues requiring additional interagency coordination/ consultation with Federal and/or State environmental resource and permitting agencies, as necessary.

1999 Environment Monitoring Accomplishments

Process Improvement Review:

Consideration of Contamination Issues - The primary objective of this process improvement review was to assess the effectiveness of current FDOT District Office processes and practices associated with the consideration of contamination issues, beginning with the NEPA process and continuing through the design, right-of-way, construction, and maintenance phases. Conducted jointly with staff from the FDOT's Environmental Management Office, the review consisted of site visits to each of the eight FDOT District Offices and included: (a) discussions with District Environmental Management Office (DEMO) and other District Office staffs on the processes and practices utilized for the identification, evaluation, and disposition of contamination impacts and issues during the NEPA process and continuing throughout subsequent project phases and (b) review of a sampling of project-specific documentation. Included in these site visit discussions were the current practices and methods employed by each of the FDOT District Offices to identify potential sites (e.g., use of databases from the EPA, FDEP, and/or local agencies; FDOT consultation with the EPA, FDEP, and/or local agencies; and FDOT consultation with citizens in specific project study areas). Overall, the review concluded that the processes and practices utilized by each of the FDOT District Offices to address contamination impacts and contamination mitigation (when appropriate) were consistent with the provisions and requirements of 23 CFR Part 771 and Part 2, Chapter 22 of the FDOT's Project Development and Environment (PD&E) Manual. A key review finding was the existence of coordination processes between the DEMOs and the respective District Design, ROW, Construction, and Maintenance sections. The report that summarized the review was finalized by the Division Office and transmitted to the FDOT on December 20, 2000. As a follow-up in CY 2000, the Division Office and the FDOT's Environmental Management Office will work together in implementing the review's recommendations and promoting the increased usage of the "best practices" by the FDOT District Offices.

Quality Initiatives:

1. Air Quality "Roundtable Discussions" - Throughout 1999, Division Office planning staff proactively sought methods for strengthening interagency working relationships among and between transportation and air quality planning agencies at the Federal, State, and local levels in Florida. First, the Division Office, in conjunction with the EPA's Regional Office, FDOT, and FDEP, hosted the *Conformity 2000 Workshop* on May 18-20, 1999 in Tampa. Among the workshop's 64 participants included representatives from each of Florida's current one-hour ozone maintenance areas, as well as areas that potentially could be designated as nonattainment under the EPA's new eight-hour ozone NAAQS. The objective of this workshop was to mutually identify opportunities for strengthening the necessary interagency coordination linkages in demonstrating transportation conformity on transportation plans and programs in Florida's air quality nonattainment and maintenance areas.

Second, the Division Office, in conjunction with the FDOT, FDEP, and the Florida Metropolitan Planning Organization Advisory Council (MPOAC), sponsored the *CMAQ 2000 Workshop* on September 22, 1999 in Tampa. Among the 62 participants included staffs from the FDOT, FDEP, local air quality programs, MPOs, local/regional transit providers, and local project sponsors. Among the objectives of this workshop were to provide participants with: (a) an overview of the changes to the CMAQ Program resulting from the enactment of the Transportation Equity Act for the 21st Century (TEA-21); (b) an explanation of how the EPA's future designation of nonattainment areas under the new eight-hour ozone NAAQS and revocation of the former one-hour ozone NAAQS could impact CMAQ funding to the State and future project eligibility; and (c) opportunities to discuss and share "best practices" of interagency coordination and project analysis/justification. To assess the effectiveness of the workshop, the Division Office developed a four-question survey form that was completed by over 50 percent of the participants, with over 90 percent of the responses providing a rating of "4" or "5" (i.e., "5" being the highest rating).

Moreover, on August 18, 1999, Division Office planning staff met with staffs from the FDOT, FDEP, and the Pensacola MPO to provide an overview of the possible transportation planning, programming, project development, and project implementation implications resulting from the Pensacola area's likely designation as a nonattainment area under the EPA's new eight-hour ozone NAAQS (e.g., transportation conformity).

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2. Environmental Streamlining Agreements and Processes - Based on the environmental streamlining provisions of Section 1309 of TEA-21 and the principles outlined in the resulting national *Environmental Streamlining Memorandum of Understanding* (MOU), 1999 marked the beginning of a multi-stakeholder initiative to strengthen interagency working relationships and develop processes for employing these principles in Florida. As an initial step in 1999, staffs from the FDOT's Environmental Management Office, FDOT's Office of Policy Planning, and the Division Office established the Environmental Streamlining Strategic Group to develop a comprehensive set of strategies to achieve the following expected outcomes: (a) defining points-of-entry for Federal, State, and local environmental agencies into the systems planning process; (b) promoting earlier consideration of environmental issues in the MPO transportation planning and decision-making processes (e.g., through the use of existing databases and Geographic Information Systems); and (c) expediting Federal agency review and approval of NEPA documents and linking Federal NEPA and permitting decisions. The first activity of the resulting "Florida Environmental Streamlining Laboratory" was a one-day executive-level "Environmental Streamlining Summit" for Federal, State, and local transportation, environmental, and permitting agencies on February 3, 2000 in Tallahassee. A follow-up activity will be the establishment of a Work Group comprised of staff-level representatives from each agency that will be empowered to develop processes and mechanisms that will meet the expected outcomes. Representatives of the FDOT and the Division Office introduced the concept of the "Florida Environmental Streamlining Laboratory" at the quarterly meeting of the Southeast Natural Resource Leaders Group on November 15, 1999.

Associated activities in 1999 included: (a) the signing of a *Sole Source Aquifer MOU* between the FDOT, EPA Regional Office, and the Division Office and (b) Division Office coordination with staffs from the FTA and EPA Regional Offices in evaluating and refining the concurrent Federal agency review process for expediting transportation conformity determinations that was initially developed and implemented in 1998.

3. Comprehensive Consideration of Community Values - Throughout 1999, the Division Office continued as an active participant in the FDOT's multi-stakeholder "Community Impact Assessment Steering Committee" (CIASC) to develop processes, mechanisms, and measures for comprehensively addressing community values seamlessly between all project phases. Comprised of representatives from several sections in the FDOT's Central Office (i.e., Environmental Management, Minority Programs, Systems Planning, Policy Planning, Design, Construction, Safety, Right-of-Way, Traffic Operations, Public Transportation, and General Counsel), as well as a representative each from a FDOT District Office, the MPOAC, the Tallahassee-Leon County MPO, DCA, FDEP, and the Division Office, the CIASC has met 15 times since November 1997 (including nine meetings in 1999). In November 1999, the CIASC completed its initial task to review existing FDOT policy statements, procedures, manuals, and guidance documents and make recommendations to the responsible FDOT program office(s) for subsequent incorporation to strengthen the consideration of community values in these various activities and products. In 2000, the CIASC's next step will be to begin monitoring the FDOT's status in incorporating and implementing these recommendations.

During 1999, the Division Office also coordinated with the FDOT's Environmental Management Office (with technical/policy assistance provided by the FHWA's Office of Human Environment) in developing a brochure to market the principles of the "National Community Impact Assessment Strategic Plan" that resulted from the inaugural "National CIA Workshop" that was held on September 15-16, 1998 in Tampa. Moreover, Division Office staff provided comments and feedback to the FDOT's Environmental Management Office on the draft document entitled "Community Impact Assessment: A Handbook for Transportation Professionals," which will eventually become a practitioner-oriented tool for conducting effective community-oriented activities for all project phases.

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Financial Management

2000 Financial Management Monitoring Plan

The Financial Management Monitoring Plan is structured after the Financial Management Improvement Program (FMIP) issued by the Executive Director on October 18, 1993. The FMIP is to be incorporated into the Federal-aid Policy Guide at a later date.

Objectives:

The objectives of the Financial Management Monitoring Plan are to identify areas where financial management improvements are needed, establish priorities, and conduct reviews in those areas. Further, support FHWA's National Strategic Plan, and in particular, the strategic goal and objectives dealing with Productivity and the efficiency of the Federal-aid fiscal process.

Scope:

The Financial Management Monitoring Plan covers all aspects of the FHWA/State Financial Management System, which has been categorized into four areas: project funds management; cost accounting system; Federal-aid billing system; and Federal-aid payment system. Within each area are elements that may be considered for review individually or as a group, depending on what is considered necessary to identify ways to improve the process, and assure adequate oversight of all areas relating to fiscal management. The scope of the Plan consists of two parts: (1) process improvement reviews and (2) quality initiatives.

Process Improvement Reviews:

This year, our office will conduct two joint FDOT/FHWA process improvement reviews in cooperation with the FDOT Federal-aid Office and the Office of the Comptroller. This year's reviews are as follows: (1) billing unexpended dollars on Emergency Relief (ER) projects and (2) a continuation of the final voucher process review began last year.

Quality Initiatives:

Quality initiatives identified for this year are: (1) work with the FDOT Comptroller's Office on a task group to establish a monthly newsletter to the Districts on the status of Federal-aid dollars and actions that can be taken to more efficiently utilize these funds and (2) continue to work with the Department and their consultant to establish an electronic version of the Supplemental Agreement form and train Florida Division employees on the utilization of the form once established.

Report Documentation:

Based on data collected, evaluations and determinations will be made regarding the status of current policies and procedures, and any recommendations for improvements. A final report on the process improvement reviews will be prepared and transmitted to the FDOT. A summary and evaluation of the accomplishments of the reviews will be included in **Financial Management Monitoring Accomplishments** section of the 2001 Stewardship Plan.

1999 Financial Management Monitoring Accomplishments

Process Improvement Reviews:

1. FDOT's Billing Process on Emergency Relief Projects - This analysis was carried out with personnel of the FDOT Financial Planning Office, the Comptroller's Office, the FDOT Safety Office, and Transportation Engineers of the FHWA Division Office. A series of meetings were held with FDOT District and Central Office personnel responsible for submitting obligation documents and billings on ER projects, and District personnel responsible for the coding of the work activities on ER projects. It was concluded that delays in obligations and expenditures on these projects were due to (1) no organized methodology between the District, the Central Office Federal-aid Office, and the Division for submitting authorization request for specific sites that had been inspected by personnel of the Division and State District office, and (2) the number of work activity codes and descriptions of the codes were confusing to the personnel in the

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field that had to code the expenditure documents. The Transportation Engineers and Federal-aid Office devised a Program of Projects Report that identifies the sites inspected and the estimated dollar value of those sites. This is used when the State request authorization of ER projects for a disaster, and has greatly reduced confusion over what is specifically being requested for obligation. Also, the FDOT Safety Office, FDOT Comptroller's Office, Financial Manager, and Transportation Engineers met several times to establish a listing of 20 work activity codes to be used by field personnel when charging time to ER activities. This has greatly reduced confusion and has resulted in faster billings on these projects. During the period of this effort, the FDOT has reduced the unexpended balances on ER projects from \$7,009,119 to \$2,811,592. Twenty-seven individual ER projects have been balanced and are ready to be moved to closed status.

2. Final Voucher Process - In company with personnel of the FDOT's Financial Planning Office, Program Development Office, and Comptroller's Office, the Financial Specialist and Financial Manager visited five FDOT State District Offices to discuss the project management process with Work Program, Federal-aid, Design, Right-of-Way, Traffic Ops, Utilities, and Construction personnel. An analysis by the Comptroller's Office disclosed that most errors were coding errors and were made in the construction phase of work. Based on the District reviews and the analysis by the Comptroller's Office, the FMIP team concluded that the project management process is being adequately carried out by the District personnel, but errors occur on the coding of supplemental agreements, liquidated damages, and claims settlements. The errors that occur, when compared to the overall program, is negligible. However, inasmuch as the District Federal-aid personnel have not been formally trained on the completed project reconciliation process, it was recommended that the Central Office maintain the responsibility for submitting projects for closure until (1) training of the District personnel is accomplished and, (2) the FDOT Inspector General's Office has an opportunity to perform detailed quality assurance reviews of the projects reconciled by the District personnel. Additionally, inasmuch as the overall error margin is negligible, it is recommended that the Comptroller's Office discontinue reconciling Federal-aid projects that are authorized for Preliminary Engineering and Right-of-Way phases only, and that a minimum dollar level be established for Construction phase projects whereby not all construction projects will be subject to reconciliation. These actions should greatly reduce the time required by the FDOT to submit projects to FHWA to be closed. It is also recommended that the Comptroller's Office and the Financial Planning Office establish a process whereby when the final financial transaction to balance the project is electronically transmitted, the electronic document will constitute the final voucher, and hard copies of final vouchers (PR-20) will no longer be submitted to FHWA.

Quality Initiatives:

1. Federal-aid Funds Status Newsletter - During the course of the year the FHWA Financial Manager and Financial Specialist have met on several occasions with the Deputy Comptroller and Federal-aid Program Manager to discuss ways to keep the State District fiscal personnel apprized of financial matters, and how best to respond to questions District personnel may have. Two actions which have been taken this past year are: (1) the FDOT Financial Planning Office and Comptroller's Office, along with the FHWA Financial Specialist have held conference calls with the State District Offices twice a month to discuss financial matters, as well as answer questions; (2) after the conference calls are completed, a follow-up memorandum is prepared by the Financial Planning Office regarding the calls and sent to the Districts. Any clarifications or additional questions are then addressed directly with District personnel, or brought up at the next conference call. The conference calls, along with periodic meetings with the District fiscal personnel, are used to recommend ways for the Districts to better utilize their Federal-aid dollars.
2. Electronic Supplemental Agreements - In January, 1999, the State hired a consultant to work with them on Forms management. The consultant's system will provide a method for the Department to archive their files (and forms therein), but does not address the actual electronic transfer of documents that can be electronically altered, signed, etc., and transferred back. However, the Department's OIS Office does have several technicians working on an electronic document management system that, for now, is used for direct routing of documents. An electronic signature capability has not been included in the system yet, but is a possibility with this particular endeavor. Personnel of Contractual Services and the Financial Manager will be meeting with the OIS Technician in charge of this process to encourage the implementation of an electronic supplemental agreement.

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Maintenance

2000 Maintenance Monitoring Plan

Objectives:

The objectives of the Maintenance Monitoring Program are to evaluate the quality of the maintenance of completed Federal-aid construction projects in Florida and the quality of the bridge inspection program for bridges on all roads that are open to public traffic. Further, support FHWA's National Strategic Plan, and in particular the strategic goals and objectives dealing with Mobility, Safety, Productivity, and National Security.

Scope:

This Maintenance Monitoring Plan covers all aspects of maintenance including the National Bridge Inspection Standards (NBIS) Program. The scope of the Plan consists of three parts: (1) process improvement reviews; (2) quality initiatives; and (3) project-specific activities.

Process Improvement Review:

The process improvement study for this year consists of an evaluation of Florida's Bridge Inspection Program.

Quality Initiative:

During routine travel in the Districts, Transportation Engineers and Bridge Engineers will report on maintenance practices which utilize new technologies or state-of-the-art maintenance techniques or materials. Information gathered will be disseminated to other Districts or FHWA offices, as appropriate.

Project-Specific Reviews:

- System Maintenance Reviews - The Transportation Engineers will travel all the NHS highways in their areas during 2000.
- Routine Maintenance Reviews - During routine travel, all observed maintenance needs on highway sections that have used Federal-aid funds will be brought to the attention of the respective FDOT District Maintenance Engineer.

Report Documentation:

1. All deficiencies observed will be documented on the Division's M-1 form. The form is to be used in monitoring maintenance trends and in initiating corrective action of findings observed. If there are significant or frequently recurring minor findings, the FDOT District Maintenance Engineer will be notified by letter and requested to initiate corrective actions.
2. A map of the assigned area indicating the routes inspected during the year will be maintained. The sample-system coverage shown on the map will be a basis for the assessment of the general level of maintenance in the assigned area.

Annual Report:

An annual compilation of maintenance activities should be prepared by each Transportation Engineer if deficiencies are noted during routine travel. The compilation should contain a discussion of all relevant activities in their respective District including recommendations from the process improvement reviews, quality initiatives, and District specific activities. These annual compilations should be transmitted, by **January 5, 2001**, to the District Secretary and include, as enclosure, any report from a process improvement review or quality initiative which has significant statewide findings or recommendations.

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1999 Maintenance Monitoring Accomplishments

Process Improvement Review:

National Bridge Inspection Program - The National Bridge Inspection Standards (NBIS) review is conducted annually to monitor and identify measures to improve the quality of the FDOT's bridge inspection and management programs. The 1999 review was conducted in Districts 3 and 5. The Department has an excellent bridge inspection program and was found to be in substantial compliance with the NBIS provisions. The Department is commended for their implementation of "Element Level" inspection and recording procedures. The districts are continuing to make improvements in the documentation of fracture critical members and quality assurance activities.

Quality Initiative:

New Technologies - FDOT is implementing the AASHTOW are Pontis Bridge Management System (BMS) as a decision support tool for planning and programming bridge maintenance, repairs, rehabilitation, improvements, and replacement for more than 6,000 bridges on the state highway network. BMS stores inventory and inspection data, and uses engineering and economic models to predict the possible outcome of policy and program decisions.

The Department has developed a new model of bridge-related accident risk, the first improvement made anywhere in the United States is more than 15 years.

Project-Specific Activities:

1. System Maintenance Reviews - All of Florida's Interstate System and a sample of the National Highway System in each FDOT District were inspected by the FHWA Transportation Engineers during 1999.
2. Operational Reviews - Refer to **Preconstruction Monitoring Accomplishments**.
3. Routine Maintenance Reviews - No routine-inspection reports (M-1) were completed by Transportation Engineers during 1999.

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Planning

2000 Planning Monitoring Plan

Objectives:

The objectives of the Planning Monitoring Program are to assist Division Office planning staff in:

- Supporting the objectives and performance indicators reflected in the FHWA's National Strategic Plan, particularly those associated with the *Mobility, Safety, Productivity, Human and Natural Environment*, and *National Security* goals;
- Assessing the extent to which FDOT and Metropolitan Planning Organization (MPO) policies, procedures, processes, practices, and products satisfy Federal statutory, regulatory, and policy requirements;
- Providing leadership and outreach to the various State, regional, and local planning process participants (e.g., FDOT's Central and District Offices; Florida's 25 MPOs; the MPOAC; the 11 Regional Planning Councils (RPCs); local and regional transit service providers; airport, seaport, and intermodal facility operators; FDEP; DCA; County air quality programs; and other resource/permitting agencies) in defining and implementing improvements to planning processes and products; and
- Strengthening working relationships with other Federal agencies (e.g., Federal Transit Administration (FTA), Federal Railroad Administration, and EPA).

Scope:

The scope of the Planning Monitoring Program encompasses a number of topical areas, such as: (a) metropolitan planning (with an emphasis on Transportation Management Areas (TMAs)); (b) Statewide planning (including the National Highway System (NHS) and NHS connections to major intermodal facilities); (c) the Highway Performance Monitoring System (HPMS); and (d) State and local data collected for, and reported in, various FHWA Highway Statistics publications. In managing the Planning Monitoring Program, the Division Office employs a combination of process improvement reviews, quality initiatives, and process-specific activities, each of which strive to strengthen the respective procedures, policies, products, and interagency coordination.

Process Improvement Reviews:

This year's process improvement reviews include: (a) beginning "Round 3" of FHWA/FTA TMA Certification Reviews; (b) annual HPMS monitoring activities; (c) issuing the annual FHWA/FTA Statewide planning process finding in support of FHWA/FTA approval of Florida's Fiscal Year (FY) 2001 Statewide Transportation Improvement Program (STIP); and (d) the annual review of the State's commercial vehicle size and weight enforcement program.

Quality Initiatives:

This year's planning-related initiatives include: (a) developing a Statewide summary of findings from "Round 2" of FHWA/FTA TMA Certification Reviews; and (b) participating in the FDOT's multi-stakeholder "Statewide Freight Forecasting Steering Committee" that will be developing a commodity-based freight analysis methodology for future use in Statewide and metropolitan travel demand forecasting models.

Project-Specific Activities:

Critical to the successful implementation of the provisions of TEA-21 and other associated legislation is the need for the Division Office to provide leadership and technical direction in our outreach efforts. Each Division Office planning staff member is expected to initiate outreach efforts and contacts with the FDOT's Central and District Offices, the 25 MPOs, the 11 RPCs, the MPOAC, local and regional transit service providers, the FDEP, the DCA, and the County air quality programs. The Division Office also initiates and participates in interagency coordination efforts with the Regional Offices of FTA and

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EPA.

Division Office planning staff reviews and takes appropriate action on the following: Statewide and metropolitan long-range transportation plans (LRTPs); metropolitan and Statewide transportation improvement programs (TIPs/STIPs); Unified Planning Work Programs (UPWPs) and Statewide Planning and Research Work Programs; the mobile source portions of the air quality State Implementation Plan (SIP); and transportation conformity determinations on air quality nonattainment and maintenance area LRTPs and TIPs. Moreover, in cooperation with the appropriate FDOT Offices, Division Office planning staff: reviews Statewide planning activities; provides administrative and technical support of the NHS, including connections to major intermodal terminals; and provides assistance in the development and implementation of management and monitoring systems.

1999 Planning Monitoring Accomplishments

Process Improvement Reviews:

1. Triennial TMA Certification Reviews - 1999 marked the completion of "Round 2" of the FHWA/FTA Certification Reviews of TMA planning processes, which must be completed at least every three years pursuant to the requirements of 23 U.S.C. 134 and 49 U.S.C. 5303. Conducted with the FTA's Regional Office, each review consisted of the following general components: (a) a "desk review" of selected TMA planning process products; (b) a site visit with staff representing the TMA planning process participants (i.e., the MPO, FDOT, local/regional transit service provider(s), and other agencies (as appropriate)), including opportunities for the TMAs' local elected officials and members of the general public to provide comments on the TMA's planning process; (c) FHWA/FTA preparation of a *TMA Certification Review Report* that documents the review's findings; and (d) a formal presentation of the *TMA Certification Review Report* at a future meeting of the respective MPO Policy Board. During 1999, "Round 2" FHWA/FTA Certification Reviews were conducted for three of Florida's 11 TMAs, as follows:

TMA	SITE VISIT	FINAL REPORT	FINDINGS PRESENTATION
Tampa Bay	February 22-26, 1999	May 17, 1999	June 11, 1999
Sarasota/Manatee	April 20-21, 1999	August 4, 1999	September 27, 1999
Palm Beach County	July 27-28, 1999	September 13, 1999	November 18, 1999

Although each TMA was re-certified during "Round 2," each review contained a series of "Corrective Actions" and "Recommendations" for future TMA consideration and action. FHWA and/or FTA actions on future products of the respective TMA planning processes (e.g., review and approval of UPWPs, review and comment on LRTP Updates, review and comment on TIPs, issuance of the "3-C" findings on TIPs, and transportation conformity determinations on LRTPs and TIPs in air quality nonattainment and maintenance areas) will be utilized to monitor subsequent TMA progress.

2. HPMS Monitoring - In 1999, the Division Office's HPMS monitoring activities focused primarily on the following activities: (a) ensuring the FDOT's timely submittal of a quality 1998 HPMS data package; (b) conducting the annual field review of non-traffic HPMS data items on 40 HPMS sample sections divided evenly between FDOT Districts 1, 5, 6, and 7; (c) assessing the status of the FDOT's Traffic Monitoring System for Highways (TMS/H) in collecting and reporting traffic data; (d) ensuring accurate reporting of the State's annual certification of public road mileage data; and (e) conducting an interim assessment to update the status of the FDOT's processes for collecting and reporting pavement International Roughness Index (IRI) data. Overall, the 1999 review concluded that the FDOT's various data collection practices and activities associated with the HPMS, TMS/H, and IRI continue to generally satisfy the provisions of the HPMS Field Manual, the FHWA's Traffic Monitoring Guide, and the interim field review guidance contained in a March 18, 1999 memorandum from the FHWA's Office of Highway Policy Information. For these reasons, the Division Office determined that the State's certified public road mileage data, highway vehicle miles traveled (VMT), and lane-miles data for 1998 were valid and suitable for the FHWA's use in the apportionment and allocation of Federal-aid Highway

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Program funds. Among the prominent themes from this year's HPMS process improvement review were: (a) a continued overall commitment by the FDOT to improve the processes, methodologies, and technologies for collecting and reporting HPMS, TMS/H, and IRI data and (b) the need for the FDOT to provide additional emphasis to HPMS sample section data for roadways that are not part of the State Highway System (e.g., count-based Annual Average Daily Traffic (AADT) and IRI data). Moreover, the review recognized that a particular challenge for the FDOT's collection and reporting of 1999 HPMS data (to be submitted to the FHWA before June 15, 2000) will be the initial use of the re-formatted HPMS which resulted from the FHWA's recently-completed "HPMS Reassessment." The review's findings were summarized in a report that was prepared by the Division Office and transmitted to the FDOT on December 7, 1999.

3. Statewide Planning Process "Annual Assessment" - 23 U.S.C. 135(f)(4) and 23 CFR 450.220(b) require that the FHWA/FTA approval of the STIP include a finding that the process from which the STIP was developed is consistent with the provisions of 23 U.S.C. 134 and 135 and 49 U.S.C. 5303-5305. Since 1995, an "annual assessment" of the various aspects of Florida's Statewide transportation planning process has been a key source of information in supporting this FHWA/FTA Statewide planning finding. In substantiating the FHWA/FTA approval of Florida's Fiscal Year (FY) 2000 STIP, this year's "annual assessment" primarily focused on the current progress by the various Statewide planning process participants in addressing past "annual assessment" findings (i.e., observations, conclusions, and recommendations) on the following: (a) Statewide and metropolitan transportation planning linkages; (b) the FDOT's progress in developing a Statewide public involvement process and program; (c) refinements to the STIP/TIP processes and products; (d) comprehensive consideration of community values from systems planning through construction and maintenance; and (e) consideration of intermodal and freight issues in the transportation planning and programming processes. To discuss these issues, a meeting between the Division Office and representatives of the FDOT's Central and District Offices was held on August 26, 1999. In coordination with the FTA Regional Office, a report was then prepared by the Division Office which recognized the FDOT's progress in refining its Statewide planning process, and accompanied the September 30, 1999 FHWA/FTA approval of Florida's FY 2000 STIP. FHWA and/or FTA actions on future products of the Statewide and metropolitan transportation planning processes (e.g., findings from triennial TMA Certification Reviews, approval of MPO UPWPs and the FDOT's Statewide Planning and Research (SPR) Work Programs, reviews and comments on future updates of Statewide and metropolitan LRTPs, review and comments on metropolitan TIPs and the STIP, issuance of the "3-C" findings on metropolitan TIPs, and transportation conformity determinations on LRTPs and TIPs in air quality nonattainment and maintenance areas) will be utilized to monitor subsequent progress.
4. Proof-of-Payment of the Federal Heavy Vehicle Use Tax (HVUT) - Conducted with staff from Internal Revenue Service's (IRS's) Jacksonville District Office, this triennial review assessed the processes employed by the Florida Department of Highway Safety and Motor Vehicles (DHS&MV) to ensure proof-of-payment of the Federal HVUT on all vehicles with a gross weight exceeding 25,000 kg (55,000 pounds) pursuant to Section 4481 of the 1954 Internal Revenue Code. As a follow-up to the May 1996 review, the objectives of this year's review were to: (a) determine whether Florida's process for HVUT proof-of-payment was consistent with the provisions of 23 U.S.C. 141(d); (b) improve the FHWA's/IRS's understanding of Florida's HVUT proof-of-payment process and practices; and (c) identify opportunities for strengthening Florida's proof-of-payment process and practices. Based on three primary components (i.e., discussion and review of the various process documents on interstate and intrastate HVUT with staff from the DHS&MV, a "spot-check" of 100 randomly-selected records of vehicles registered under the International Registration Plan, and site visits to four County Tax Collector Offices in the Jacksonville area to discuss HVUT proof-of-payment under the Intrastate Registration Plan), this year's review concluded that Florida's process and practices for ensuring proof-of-payment of the Federal HVUT continue to generally satisfy the provisions of 23 U.S.C. 141(d), 23 CFR Part 669, and 26 CFR Part 41. The review also contained three recommendations for the DHS&MV's consideration in revising its procedural documents entitled "Heavy Vehicle Use Tax" and "Examination of International Registration Plan Application." The review's findings and recommendations were summarized in a Final Report that was transmitted to the DHS&MV on July 26, 1999.

Quality Initiatives:

1. "Best Practices" of Intermodal/Freight Considerations in Statewide and Metropolitan Transportation Planning Processes - Near the Division Office's completion of collecting data to support the FHWA's nationwide *NHS Intermodal Connector*

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Condition and Investment Study, Division Office planning staff met with staffs from several sections with the FDOT's Central Office (i.e., Transportation Statistics Office, Systems Planning Office, Office of Policy Planning, and Rail Office) on February 3, 1999 to summarize this extensive data collection effort. Utilizing these data, the Division Office identified several opportunities for the FDOT to coordinate with MPOs, local jurisdictions, and freight terminal operators in assessing and determining the need for possible future revisions to the currently-approved NHS intermodal connector routes and/or route listings. Subsequently, each of the FDOT District Offices have used these data to coordinate with the respective MPOs, local jurisdictions, and freight terminal operators in revisiting the various NHS intermodal/freight connector routes, and the FDOT's Central Office has utilized these data in participating in the *Florida Freight Stakeholders Task Force*. As a result, by January 1, 2000, the FDOT expects to submit a series of minor revisions to NHS intermodal connector routes and/or route listings to the Division Office for future consideration and approval by the FHWA's Office of Intermodal and Statewide Programs. Also, the sharing of "best practices" on the consideration of intermodal/freight issues in TMA planning and programming processes was emphasized in each of the FHWA/FTA "Round 2" TMA Certification Reviews that was conducted during CY 1999.

2. Intelligent Transportation Systems (ITS) Mainstreaming in the Planning Process - To further promote the integration of ITS into the planning process, the Division Office included this topic as a specific area to be emphasized by each of the MPOs in developing their respective FY 1999/2000 UPWPs in a February 3, 1999 guidance letter to the MPOs and the FDOT District Offices. This effort resulted in the increased inclusion and integration of the national/regional ITS architecture and standards in the MPO planning processes. The sharing of "best practices" on the integration of ITS strategies in TMA planning and programming processes also was emphasized in each of the FHWA/FTA "Round 2" TMA Certification Reviews that was conducted during CY 1999. During 1999, the Division Office also worked closely with the FDOT in developing the "Florida Statewide ITS Strategic Plan" and drafting the accompanying ITS planning guidance document. Moreover, the Division Office provided an overview of ITS on November 15, 1999 to three Advisory Committees (i.e., *Economic Development*, *Mobility*, and *Sustainability*) that are developing recommended long-range policies and strategies for the forthcoming update of the 2020 Florida Transportation Plan.
3. Process for Conducting "Round 3" of FHWA/FTA Certification Reviews of TMAs - During 1999, Division Office planning staff coordinated with the FTA's Regional Office in developing a refined process for conducting the FHWA/FTA "Round 3" TMA Certification Reviews in Florida. Throughout this effort, the Division Office sought policy assistance from the FHWA's Southern Resource Center and the FHWA's Office of Metropolitan Planning and Programs to ensure that the resulting certification review process satisfied the intent of TEA-21. Once finalized, this "Round 3" process was summarized in a letter jointly signed by the Division Office and the FTA's Regional Office and transmitted to the various TMA MPOs and the FDOT District Offices on November 19, 1999.

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Right of Way

2000 Right of Way Monitoring Plan

Objectives:

The objectives of the Right of Way Monitoring Plan are to:

- Support the strategic goals and objectives contained in FHWA's National Strategic Plan.
- Assist the FDOT in identifying and implementing techniques to enhance the quality of the Right of Way acquisition program.
- Assess the FDOT acquisition process to ensure that activities are being conducted in conformity with Federal and State requirements.
- Continually explore national right of way acquisition activities for practices that can improve the quality of the FDOT Right of Way program.

Scope:

The Right of Way Monitoring Plan consists of three parts: (1) process improvement reviews; (2) quality initiatives; and (3) project-specific activities.

Process Improvement Reviews:

The process improvement reviews for 2000 will consist of: (1) Division participation in various QARs conducted by the FDOT and (2) a joint review of the legal settlements and court awards and mediations of FDOT. A summary of these reviews will be included in the **Right of Way Monitoring Accomplishments** section of the Division's 2001 Stewardship Plan.

Quality Initiatives:

Continue to promote cross-discipline reviews and increased at-large District participation in the FDOT QAR process.

Project-Specific Activities:

With the approved expansion of the FDOT Right of Way Certification for Statewide application, the Division ceased reviewing fair market value appraisals and settlements which exceeded \$150,000. Rather, the Division emphasis is on identifying ways of improving the quality of initial appraisal reports and thereby reducing the number of updated appraisals with substantially higher values than the values indicated in the initial appraisals. To ascertain the reasons for changes in fair market value estimates, the FDOT is generating quarterly Appraisal Value Divergency Reports reflecting all significant value changes and asking the Districts to explain the reasons for the divergences. The divergency reports will be a tool that can be used in an effort to identify weaknesses in the appraisal and appraisal review processes and suggest changes that can be implemented to keep value divergences at a minimum.

Report Documentation:

1. Trip reports will be prepared to document activities and accomplishments of all visits to the FDOT Districts.
2. Process Improvement Study reports will be prepared to document review activity and material compiled in support of review findings and recommendations. The reports will be prepared by the FDOT with input by the Division staff.
3. A summary of the conducted reviews will be included in the **Right-of-Way Monitoring Accomplishments** section of

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the 2001 Stewardship Plan.

4. A summary report of Right-of-Way staff activities and accomplishments will be submitted to the Division Administrator by **December 31, 2000**.

1999 Right of Way Accomplishments

Many accomplishments are in the nature of day to day program successes instead of specific actions. However we have had a number of important achievements.

- Acquisition has been authorized on several projects which will allow FDOT to 6 lane I-4 through Polk County. FDOT has established an aggressive schedule for these projects and acquisition is scheduled to be completed in the first quarter of 2000.
- In response to a request from FDOT we formulated and coordinated a policy interpretation on the re-erection of signs destroyed by forest fires that resulted in a significant limitation on the re-erection of “destroyed” signs.
- Our review plan was structured to rely heavily on participation by Division Realty personnel in FDOT Quality Assurance reviews. We attended many reviews with FDOT in a true spirit of partnering. Although the reviews were highly successful in identifying numerous improvement opportunities, next year we will be working to make this process even better.
- We resolved significant signing issues emanating from Fort Myers. The city had placed illegal signs within protective areas and were unwilling to remove them. Many meetings were conducted and solutions explored which finally resulted in the resolution of the situation which benefitted FDOT, FHWA and the city, resulting in a real win-win for everyone.
- The I-75 Outdoor Advertising Pilot project which has been a difficult issue for some time was worked on concernedly over the year with many small successes along the way. Many issues had to be overcome between competing local agencies, FDOT, FHWA and the Florida Outdoor Advertising Association. In the end we are still working toward resolution of the project and with a new FOAA president. We will be continuing the effort to finally make this project a reality.
- Review and approval of many and significant changes to the FDOT, Right of Way manual.
- A comprehensive review and approval of the FDOT, Utilities Accommodation Manual.
- Much time was spent assisting the Transportation Engineers with complex right of way acquisition and property management questions. Some of the issues resolved were:
 - ▶ Access modification/break issues on I-10 at exit 28.
 - ▶ Relocation of U.S.98, Carrabelle vicinity
 - Resolution of the relocation of Hartline Bus lines in Tampa off of I-4
 - ▶ Inquiry and research into Cypress Creek Road Park and Ride which is still ongoing

Process Improvement Reviews:

1. Appraisals and Appraisal Reviews - The Division Realty Specialist participated in an FDOT QAR of appraisal and appraisal review Activities in District 5. The review included an analysis of the process used to complete cost estimates for future projects and a review of appraisals and appraisal review activities of selected parcels on current projects. The review concluded that the procedures were being followed and that the cost estimates prepared were adequate and that the appraisals and appraisal review activities were adequate to assure acceptable quality in the appraisals approved for negotiations.

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2. Relocation Assistance and Payments Program - The Division Realty Officer participated in an FDOT Quality Assurance Review of the relocation program in District 4. The review also served as an orientation trip to District 4 and as an opportunity to evaluate the FDOT QAR Process. The primary problem noted was the poor quality of the parcel sample selected for the review. The parcels included were primarily moves of personal property. The sample did not include business moves, residential moves, calculation and payments of moving costs, computation of replacement housing payments and other subjects that should be included in a review of the relocation program. These problems were discussed with Central Office personnel in an effort to promote the development of a more representative parcel sample on future relocation program review and changes are being made to improve the process. We will continue to monitor progress in this area.

The FDOT Right-of-Way staff has implemented a statistical process control methodology to select parcels to be included in the QAR reviews. This is a very formalized method to select a “random” list of parcels from the entire population of parcels in the database including the simple parcels to obtain a statistically valid sample at a 95% level of confidence. The inclusion of the simple parcels in the review tends to reduce the number of parcels with serious deficiencies as compared to previous reviews where the emphasis was on the complex parcels with a higher incidence of problems. The disadvantage of this approach is that it excludes parcels with known problems unless these parcels happen to be included in the review sample. If there are problems on 10% of the parcels, a random selection of parcels is likely to exclude most of these as compared to a review where most of the parcels were partial takings of improved commercial parcels which tend to have problems and the random sample is drawn from the list of these parcels. FDOT has the ability to sort from these categories and has elected to sort from the entire parcel population. The concern is that with extremely limited travel resources, it is not an effective use of resources to review the entire population knowing that there will be few if any opportunities for improvement of the process on the ninety per cent of the parcels that are simple acquisitions with no potential problems to resolve so that the sample will be representative of the entire population under review. We are working with FDOT to improve the sampling process and expect to institute significant improvements in the near future.

Quality Initiative:

In an effort to improve the value of the FDOT QAR process throughout the State, the Division Right of Way staff promoted the inclusion of an experienced Right of Way representative from another District to participate in scheduled QARs. During 1999, FDOT was not able to find an experienced agent who had time available to contribute to the QAR review in other Districts. However, a discrimination complaint on a project in Panama City in District 3 was used as an opportunity to do a comprehensive review of the acquisition, relocation, and appraisal programs on the project to assure that all displaced persons were treated equally and fairly. An experienced acquisition agent from District 4 was the acquisition team leader for this review, and representatives from the Division Office, the FDOT Central Office Right of Way staff, and the FDOT Central Office Civil Rights Staff participated in this review.

The team did a comprehensive review including interviews, field inspections of the properties being displaced and the comparable dwellings used in the calculation of the replacement housing payments and of the unit values used in the appraisals made for the acquisition of these parcels. The conclusions were that all displacees were treated fairly, the comparables used in the maximum RHP offer calculations were far superior, newer, and nicer than the subject properties and that all displacees were provided adequate time to find suitable replacement homes.

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Safety

2000 Safety Monitoring Plan

This Safety Monitoring Plan is structured to include the efforts by the Division Office to enhance safety on all roadways in Florida.

Objectives:

The objectives of this Safety Monitoring Plan are to:

- Support FHWA's National Strategic Plan, and in particular, the strategic goal and objectives dealing with Safety.
- Encourage, assist, and monitor FDOT's implementation of the Safety Management System (SMS) and expansion of Community Traffic Safety Teams (CTSTs) to other areas.
- Encourage and promote methods to reduce the frequency and severity of highway crashes and fatalities.
- Provide technical and program assistance to FDOT and FHWA staff.
- Assess FDOT's practices, promote efforts to improve the safety of highway design practices and monitor the implementation of these efforts.
- Assess FDOT's procedures and controls for assuring that projects are safely constructed and promote improvement efforts.
- Ensure conformance with applicable safety criteria, standards, and regulations.

Scope:

This plan encompasses the Division's efforts to maintain and improve safety on Florida's roadways with an emphasis on the responsibilities of the Safety Engineer position. The scope of the plan consists of four parts: (1) annual process improvement reviews, (2) annual quality initiatives, (3) routine reviews, monitoring and technical assistance on all safety related projects, programs or processes, and (4) project specific activities primarily through the Transportation Engineers design and construction reviews with the Safety Engineer's technical and program assistance.

Process Improvement Review:

The process improvement review for this year will consist of identifying fatal and other high crash locations off the State Highway System and/or determining the most frequent crash attributes of roadways with crash concerns, and sharing this information with safety interest groups to enroll their assistance to reduce the number of fatalities and severe crashes. This will include an effort to encourage the CTSTs to further assist FDOT in countermeasure development to reduce the number and severity of crashes. It is believed that this will be an effective step towards FHWA's goal of reducing severe and fatal crashes by 2% per year for the next 10 years. It is also recognized that this may be a multi-year effort. The final report is due by **September 30, 2000.**

Quality Initiatives:

1. Self Assessment of Work Zone Practices - The guidelines published from national review, "Meeting the Customer's Needs for Mobility and Safety During Construction and Maintenance Operations," will be used to perform an assessment of the current practices in Florida. The effort will begin by involving participation of the FDOT's Maintenance of Traffic (MOT) Committee and the FHWA Headquarters staff.. Several members of the MOT committee will be recruited to form a small team to conduct the self assessment.

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2. Implementation of NCHRP 350 criteria in Work Zones - The deadline for all category II devices - barricades and category III devices- temporary barriers, is October 1, 2000. This effort involves working with the FDOT to establish phase out dates for pre-350 devices and continuing to raise the awareness of the contracting industry on the change in requirements affecting work zones devices.
3. Red Light Running Campaign - We will support the statewide efforts of the CTST's to promote the 3rd annual statewide campaign to be held January 2000.

Routine Reviews, Monitoring and Technical Assistance:

The routine reviews, monitoring, and technical assistance efforts provided by the Safety Engineer to the Transportation Engineers or FDOT are:

1. Review and monitor FDOT's policies, procedures, standards, and specifications related to safety for the proper and effective use of safety hardware and designs to accommodate pedestrians and bicyclists.
2. Actively participate as FHWA's representative on FDOT's and the Florida Transportation Builders Association's MOT Committees and participate in field review of projects.
3. In cooperation with the National Highway Traffic Safety Administration, monitor Florida's Highway Safety Plan (developed by the Governor's Highway Safety Program) and further encourage the use of effective and innovative methods to reduce the frequency and severity of highway crashes.
4. Provide guidance, interpretation, and policy regarding MUTCD issues.
5. Participate in efforts to expand the number of counties in Florida represented by CTSTs.
6. Monitor delivery of Hazard Elimination and Rail Highway Grade Crossing Program funds.

Project-Specific Activities:

The Transportation Engineers routinely review the safety aspects of "full oversight" projects during the design and construction phases for conformance with approved standards, specifications, and procedures. Questions or concerns are brought to the Safety Engineer's attention. The Transportation Engineers rely on the Safety Engineer for technical expertise or interpretation of safety requirements. The Safety Engineer follows-up as needed to resolve individual issues and works with FDOT and FHWA contacts when a change to modify standards, specifications, or procedures is warranted.

Report Documentation:

Reports will be written to document the findings of any process improvement study. A draft final report is to be written and coordinated with appropriate individuals in the office. The final report(s) on the process improvement study(s) will be prepared and circulated to the appropriate staff in the Division Office. A summary and evaluation of the accomplishments of the process improvement study will be included in the Monitoring Accomplishments section of the 2001 Stewardship Plan.

Annual Report:

The Safety Engineer will develop a short summary for both the **Preconstruction** and **Construction Monitoring Accomplishments** sections. The summaries will be submitted to the Design or Construction Coordinator, as appropriate, for incorporation into the annual report by **December 1, 2000**.

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1999 Safety Monitoring Accomplishments

Process Improvement Review:

Identify High Crash Locations/Attributes off the State System - this review was postponed until 2000 due to the relocation of our Safety Engineer.

Quality Initiatives:

1. Interactive Highway Safety Design Model (IHSDM) - This computer model was demonstrated to the State's senior Roadway Design Group. This CD is a prototype of the IHSDM and provides a preview of the five modules to be included in the finished product (accident analysis, driver/vehicle, design consistency, policy review, and traffic analysis) which it to be completed in the next two years. The group found the model to be very interesting and asked that FHWA present it again at the State's FY 2000 Annual Design Conference.
2. Dissemination of CTST's Best Practices - Over 40 CTSTs have been established in Florida to date and each District now has a full-time CTST coordinator on its staff. These teams involve local traffic safety professionals from the four E's: Engineering, Education, Law Enforcement, and Emergency Services; and cover areas of the state containing 77% of the population and 75% of the crashes. The teams have formed a coalition to discuss common problem areas and share successes at quarterly meetings. Some of the "best practices" of the individual CTSTs (e.g., a project tracking list that tracks the status of all CTST identified projects and also shows the agency responsible for each project's implementation) were compiled as part of last year's review. In order to encourage statewide implementation of these "best practices," a summary list in the form of a brochure was disseminated to all of Florida's CTSTs, the state Districts, as well as to other appropriate groups concerned with traffic safety.

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Technology Transfer

2000 Technology Transfer Monitoring Plan

This Technology Transfer Monitoring Plan is structured to include the efforts of the Division office staff to transfer the latest information on programs or subjects of interest.

Objectives:

On a continual basis, promote the transfer of new/evolving technology to the transportation community by:

- Identify promising new/evolving technology.
- Identify potential users and develop appropriate marketing strategy.
- Provide timely technical and program assistance to meet our partner's needs.

Scope:

This plan encompasses many of the Division's technology transfer activities with emphasis on those to be accomplished by the Technical Systems Section staff including the Technical Systems Engineer, ITS Engineer, Safety Engineer, and Pavement and Materials Engineer. The plan includes several quality initiatives and routine activities such as technical assistance, technical tours, outreach, and public information presentations.

Process Improvement Review:

ITS Software Platforms - conduct a review of existing software platforms use in the deployment of ITS technologies in the state of Florida and identify measures to improve system integration and data sharing across jurisdictional boundaries. The final report is due by **September 30, 2000**.

Quality Initiatives:

The new emphasis areas for this year are: (1) ITS Service Plan (FY 2000) - arrange for District 5 Scan tour of HOV lanes, HOT lanes, Ramp Metering, Incident Management, etc. in the cities of Seattle, San Diego, Houston; (2) CORSIM Training - provide simulation training for corridor traffic analysis for state and local officials; and (3) ITS Service Plan (FY 1999) Incident Management Awareness/Practices - follow-up to the 1999 Incident Management Workshops held in five areas by hosting an executive level briefing for FDOT top management to discuss the status of current practices.

The continuing emphasis areas for this year are: (1) ITS Training and Awareness - working through ITS Florida to provide basic training to MPO and local audiences; (2) Main streaming ITS technology - continue to increase the level of awareness of planners, engineers, elected officials and citizens within the State of Florida by providing awareness seminars, participation in town meetings, and conducting or hosting technical training; and (3) SHRP implementation - continue to promote and implement SHRP products.

Annual Report:

The annual accomplishments will be reported in the **Technology Transfer Monitoring Accomplishments** section of the 2001 Stewardship Plan.

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1999 Technology Transfer Monitoring Accomplishments

Quality Initiatives:

1. ITS Training and Mainstreaming ITS Technology (continuation from 1998) - ITS activities related to these initiatives are as follows:
 - ITS Earmark Projects - Two 1999 earmarks were awarded to Florida (Miami and Volusia County). Miami used the funds to accelerate the request for proposals for a regional Advanced Traveler Information Service (ATIS) project (Sunguide) and Volusia County used the funds to integrate ITS components in the Daytona/Volusia County area.
 - Professional Capacity Building Courses/National ITS Architecture - The USDOT initiated the Professional Capacity Building (PCB) effort in 1997. Employees of the Division, FDOT, and MPO's received a general overview seminar as well as a three day course on Integrating ITS. During 1998 and 1999, after partnering with FDOT and ITS Florida, a customized PCB Plan was developed for Florida and a number of seminars were held for state, locals, consultants, planners, and transit staff to increase their level of knowledge and awareness of ITS and understanding of the National ITS architecture.
2. Promoting and Implementing SHRP Products - The FDOT continues to aggressively pursue the implementation of SHRP technologies in many areas including: asphalt pavements (Superpave), concrete, materials testing, and lab equipment. The FDOT has many pavement sites being monitored as part of the Long Term Pavement Performance (LTPP) study. FDOT has committed to be the lead state in the former FHWA Region 4 for Superpave. The SHRP products have been exhibited at statewide conferences.
3. Superpave - The implementation of Superpave mix design system continues to be successful and has expanded this year to include projects in each FDOT District. The FDOT has done a good job assessing the new technology and making changes as needed. There has been wide spread acceptance of the technology in Districts 2 and 3 with limited use in the remaining Districts. The majority of the experience has been with coarse mixes which encompasses the Interstate System and the majority of the State's high volume routes. However, the majority of lane miles on the State's system will not require the coarse mixes. The experience with fine mixes to date has been successful. At the Division's request the Department agreed to collect pertinent data on Superpave performance with the goal to use this information to develop a performance-based specification.

Technical Assistance:

1. Superpave Curriculum for College Level Undergraduates - The Division previously arranged for college professors, from the five in-state colleges with engineering programs, to attend superpave training at the National Center for Asphalt Testing. Additionally, we partnered with the state and provided Superpave mix design and test equipment for each of the 5 universities' material labs. During 2000 the curriculum is now being offered to students for the first time at several universities and is considered very successful.
2. Superpave Specifications and Test Methods - As a member the Extended Superpave Technology Delivery Team, the Division Pavement and Materials Engineer has been able to share with the Department ideas and suggestions from other states as well as share with other states the experiences in Florida. Presentations regarding the status of Superpave on a National basis have been presented to both state agencies and local governments.
3. Incident Management Workshops - Non-targeted funds from the 1999 ITS Service Plan were used to sponsor five incident management workshops in Miami, Fort Lauderdale, Orlando, Tampa, and Jacksonville. Early in 2000, the results of these workshops will be presented at an executive level summary for the FDOT and FHP top management.

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4. Lake Panasoffkee Bridge Human Factors Review - At the request of FDOT District 5, staff from the FHWA Division and Office of Transportation Operations performed a human factors site review of the Lake Panasoffkee Bridges on I-75 in Sumter County. Recommendations were accepted by the FDOT for signing, marking and other types of short term improvements to reduce the crash potential for this site. The bridges came under close scrutiny early in 1999 after four fatalities resulted from several major crashes on the narrow, one-mile long, twin-bridges.
5. Safety Management System (SMS) and Quality of Highway Safety Data - Several extensive reviews of the safety practices in Florida were arranged for and coordinated by the Division Office. (1) Top management officials from the Georgia DOT came to learn about FDOT's SMS practices and the successful implementation of Community Traffic Safety Teams across the state. The visit included traffic engineering and enforcement officials from Seminole County; (2) The FHWA and NHTSA team conducting the National review on the Quality of Highway Safety Data picked Florida as one of the review states. Visits/interviews were conducted with the State Safety Office, Florida Highway Patrol, Division of Highway Safety and Motor Vehicles, Office of Motor Carriers, Seminole County, Pinellas County MPO, and the Clearwater Police Department.
6. ITS Demonstration Projects - In an effort to showcase ITS technologies the ITS Demonstration Project 105, "Advanced Transportation Management Technologies" and Demonstration Project 111, "The Technology Truck;" were exhibited at several locations across the state.

Outreach - Public Information/ Presentations:

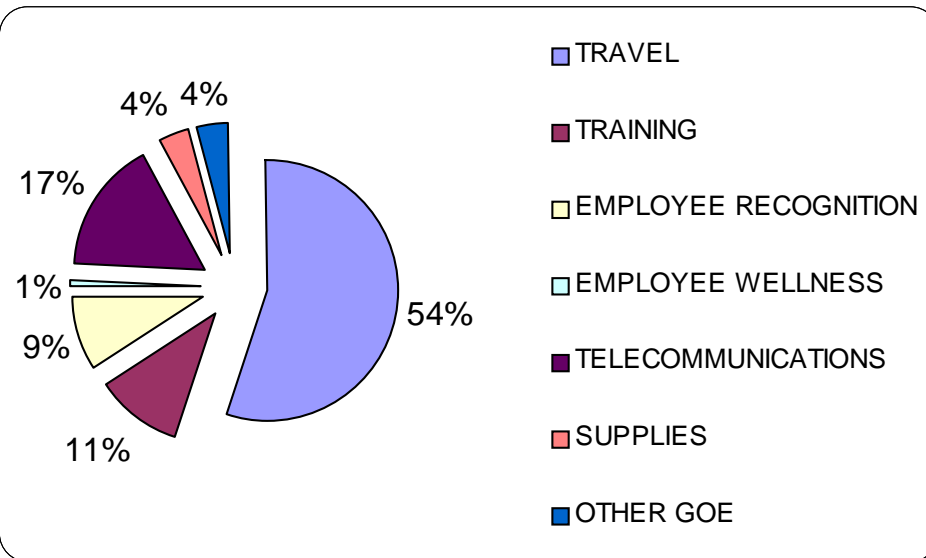
1. Engineering Fair at University of Florida (UF) - FHWA's safety and ITS exhibit was part of the three-day event attended by students from the UF and local elementary, middle, and high schools .
2. Summer Transportation Institute at FAMU/FSU, the Division gave presentations on Safety, ITS Technologies and SHRP Superpave to groups of students and faculty as part of our Transportation Lecture Series with FAMU/FSU and for the group of interns visiting our office.
3. Garrett Morgan / Careers in Transportation at Local Schools - Division staff gave presentations to several classes on the different types of career opportunities in transportation, what FHWA's role is, and gave examples of the newest transportation technology.
4. Newsletter Articles - Division staff, on a continuing basis, has provided appropriate articles on current topics of interest to statewide newsletters such as the University of Florida's technology transfer newsletter "Technology Transfer Quarterly," the ITS Florida Newsletter, and others.

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BUSINESS PLAN BUDGET SUMMARY - FY 1999 ACTUAL VS. FY 2000 PROPOSED

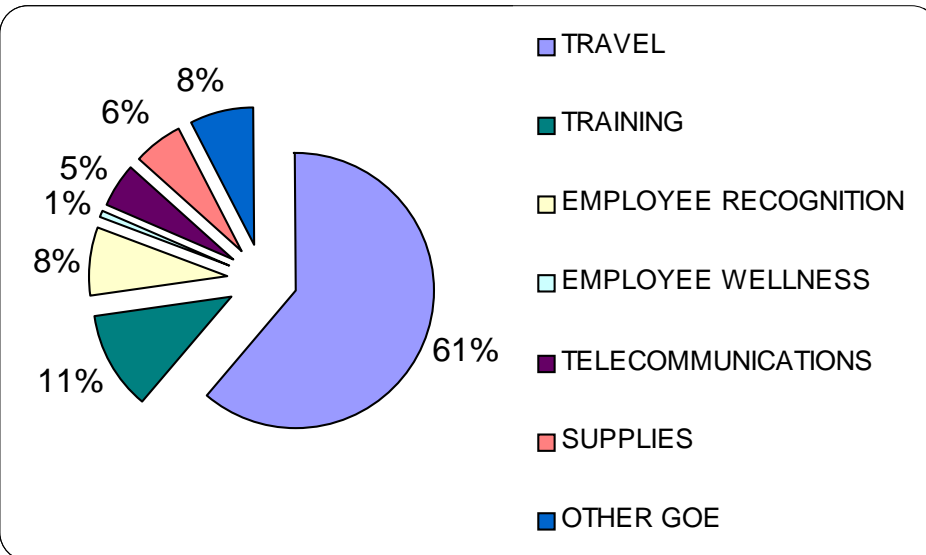
FY 1999 BUDGET SUMMARY

TRAVEL	\$106,500
TRAINING	\$20,836
EMPLOYEE RECOGNITION	\$18,078
EMPLOYEE WELLNESS	\$1,203
TELECOMMUNICATIONS	\$32,320
SUPPLIES	\$8,000
OTHER GOE	\$7,310
TOTAL	\$194,247



FY 2000 BUDGET FORECAST

TRAVEL	\$138,300
TRAINING	\$26,028
EMPLOYEE RECOGNITION	\$18,295
EMPLOYEE WELLNESS	\$2,000
TELECOMMUNICATIONS	\$12,160
SUPPLIES	\$13,000
OTHER GOE	\$17,024
TOTAL	\$226,807



FY 2000 STEWARDSHIP PLAN RESOURCE REQUIREMENTS - PLANNED

Area	Process Improvement Review	Team Leader	Estimated Resources
			Travel Cost / Staff Hours
Civil Rights	Equal Employment Opportunity/ Affirmative Action Program	Roberto Escalera - FHWA	\$1,200 / 80
Construction	Mechanically Stabilized Earth Walls	Reuben Plachy - FHWA	\$830 / 200
	QC2000 Pilot Projects	Greg Schiess - FHWA	\$1,000 / 200
	Construction Contract Claims	Derek Fusco - FHWA	\$2,000 / 500
	Bituminous Pavement Performance	Greg Schiess - FHWA	\$500 / 200 ¹
Preconstruction	Project Scope Development	Don Davis, George Hadley - FHWA	\$1,800 / 600
	Final Design	FDOT, Chris Byars - FHWA	\$1,200 / 400
	Incorporating Operational Features in Construction Contracts	Grant Zammit - FHWA	\$500 / 150
Environment	See Preconstruction		
Financial Management	Implementing Demonstration and High Priority Projects	Holly Stone - FHWA	\$150 / 160
Maintenance	National Bridge Inspection Standards Program	Doug Edwards - FHWA	\$890 / 125
Planning	Transportation Management Area Certification Reviews	Dave Harris, Kwame Arhin, Larry Anderson - FHWA , FTA	\$2,100 / 850

FY 2000 STEWARDSHIP PLAN RESOURCE REQUIREMENTS - PLANNED

Area	Process Improvement Review	Team Leader	Estimated Resources
			Travel Cost / Staff Hours
Planning cont'd.	HPMS Monitoring	Kwame Arhin, Larry Anderson - FHWA, FDOT	\$1,500 / 350
	Statewide Planning Annual Assessment	Larry Anderson - FHWA	\$0 / 125
	Commercial Vehicle Size and Weight Enforcement Program	Kwame Arhin, Larry Anderson - FHWA	\$0 / 100
Right-of-Way	Legal Settlements	Bill Wade - FHWA	\$1,400 / 300
	Participation in FDOT Quality Assurance Reviews	FDOT, Steve Fennel - FHWA	\$3,320 / 1,085
Safety	Identify Crash Attributes Off State Highway System	Norbert Muñoz - FHWA	\$500 / 200
Technology Transfer	ITS Software Platforms	Chung Tran - FHWA	\$1,100 / 140
TOTAL			\$19,542 / 5,785

¹ Per year. Review estimated to take 2 years.

FY 1999 STEWARDSHIP PLAN RESOURCE REQUIREMENTS - ESTIMATED VS. ACTUAL

Area	Process Improvement Review	Team Leader	Estimated Resources	Actual Resources Used
			Travel Cost/ Staff Hrs	Travel Cost/Staff Hrs
Civil Rights	Equal Employment Opportunity/ Affirmative Action Program ¹	Roberto Escalera - FHWA	\$1,200 / 80	\$1,092 / 80
Construction	Superpave (continuation from '98)	Greg Schiess - FHWA	\$1,850 / 260	\$675 / 250
	Maintenance of Traffic Best Practices	Vince Mammano - FHWA	\$1,500 / 1,070	\$1,050 / 400
	Mechanically Stabilized Earth Walls	Edward Parker - FHWA	\$450 / 200	\$300 / 80 ⁴
Preconstruction	Design Scope Development	Maiser Khaled - FHWA	\$1,800 / 600	\$800 / 150 ³
	Final Engineering Design	Carlos Bonilla - FDOT	\$1,200 / 400	\$0 / 100 ³
Environment	Contamination Issues in the NEPA Process	George Hadley - FHWA	\$1,000 / 175	\$730 / 155
Financial Management	FDOT's Billing Process on Emergency Relief Projects	Holly Stone - FHWA	Undetermined	\$0 / 0
	Final Voucher Process	Holly Stone - FHWA	\$1,000 / 280	\$0 / 0
Maintenance	NBIS ¹	Doug Edwards - FHWA	\$822 / 245	\$740 / 128
Planning	Certification of TMA Planning Processes (continuation from 1997-98) ²	Rob Griffith/Shana Baker - FHWA	\$2,900 / 1,000	\$2,198 / 600
	HPMS Monitoring ¹	Bob Florence - FHWA	\$1,500 / 350	\$1,886 / 360
	Statewide Planning Process "Annual Assessment" in Support of STIP Approval ¹	Larry Anderson - FHWA	\$0 / 125	\$0 / 120
	Heavy Vehicle Use Tax ²	Bob Florence - FHWA	\$200 / 150	\$114 / 90

FY 1999 STEWARDSHIP PLAN RESOURCE REQUIREMENTS - ESTIMATED VS. ACTUAL

Area	Process Improvement Review	Team Leader	Estimated Resources	Actual Resources Used
			Travel Cost/ Staff Hrs	Travel Cost/Staff Hrs
Right-of-Way	Evaluation of FDOT Right-of-Way Certification Process	Steve Fennel - FHWA	\$0 / 60	\$394 / 60
	Division participation in FDOT Quality Assurance Reviews (QAR's)	FDOT Right of Way Office	\$1,600 / 465	\$788 / 150
Safety	Identify High Crash Locations/ Attributes Off-State System	Bobby Norburn - FHWA	\$300 / 200	\$0 / 0 ³
TOTAL			\$17,322 / 5,660	\$10,767 / 2,723

¹ Annual requirement

² Triennial requirement

³ Carryover to FY2000 Review

⁴ Review was not completed

